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ABSTRACT

This edition of the public relations annotated bibliography (approximately 950 entries) contains titles published in 1986 and 1987 and includes books, magazines, master's theses, and doctoral dissertations that pertain to the practice and analysis of public relations. Among the extensive list of topics covered in the bibliography are: (1) business credibility and ethics; (2) communications; (3) consumerism; (4) government relations; (5) law; (6) media relations; (7) schools; and (8) writing techniques. A 65-item annotated bibliography of related materials in the ERIC database is attached. (RS)

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PUBLIC RELATIONS BIBLIOGRAPHY

1986-1987

ALBERT WALKER

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CLEARINGHOUSE ON READING AND COMMUNICATION SKILLS

Public Relations Bibliography 1986-1987

Albert Walker

ERIC Clearinghouse on Reading and Communication Skills

The Institute
for Public Relations Research & Education

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Established in 1956, the Institute (formerly Foundation) for Public Relations Research and Education has pioneered many significant achievements that have had a marked impact on the conduct and acceptance of professional public relations. These achievements include the first documentary film, the first law text, the first guidelines on undergraduate and graduate education, the first scholarly journal, and the first guide on the use of new technology in public relations. In addition, the Institute conducts an annual program of research grants, achievement awards, and student competitions.

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Introduction

The body of knowledge about public relations is embodied in its literature, the modern history of which can be traced to the first decade of the twentieth century. This literature has been growing rapidly.

Public relations practitioners, educators, and researchers have been writing about public relations, and educators have been introducing new courses of study, new majors, and new emphases in public relations in universities. The demand for public relations literature has increased in step with this growth in the practice and study of public relations. Public relations curricula are based on the literature and on recommendations from educators and practitioners who serve on public relations curricula advisory councils. All this points to the conclusion that public relations is a profession with a defined body of knowledge, and a body of supportive literature.

The debate over whether public relations is a distinct profession with its own body of knowledge was settled by Scott Cutlip in the foreword to his *Public Relations Bibliography* published in 1974. These some 10,000 books, articles and speeches about or related to public relations suggest that the oft-repeated demand for a "specialized body of knowledge for public relations" is a bit shopworn.[1]

The increased stature of public relations in the academic setting has been amplified further by the first generation of senior practitioners who are graduates in public relations education. They have learned that public relations is a management function. These practitioners use the knowledge gained through academic study to counsel both their own corporate managements and their clients regarding the public's response to their organizations' interests. This professional counseling is based on research, the literature, and especially on what the public-relations-educated practitioners have learned from cases they studied in college.

In my book, *The Public Relations Body of Knowledge*,[2] I summarized the century of progress toward greater understanding of public relations and described how public relations has earned its place among the professions. The book is a definition and documentation of the field, drawing on the literature in public relations, a survey of senior practitioners and educators and a study of public relations curricula. I conclude that public relations is a profession, like other professions, that has borrowed from the others to define itself.

The field of public relations is by nature interdisciplinary and, as such, draws on other disciplines in the following ways:

- the humanities: public relations is concerned with human conditions and concerns, and with how they relate to language and philosophy.
- the social sciences: public relations is concerned with the influences of society on behavior.
- political science: public relations is a study of governments, and how individuals, groups, and institutions relate to the agencies of government.

- psychology: public relations is a study of individual behaviors and of what motivates individuals to respond and behave as they do.
- sociology: public relations is the study of group behavior in relation to other voluntary associations and other groups of many kinds.
- philosophy: students of public relations ponder the art of persuasion and its ethical constraints.
- cultural anthropology: public relations requires an understanding of diverse social settings and their influences on behavior.

Public relations also makes substantial use of the following tools of other disciplines:

- the art and science of management, marketing, finance, and economics
- the art and practice of communication theories and technologies, channels of communication, and the writing and editing skills of journalists
- research tools, methods, and techniques, and the communication skill to interpret the findings of research
- the specialized knowledge of the business of the employers being served

This diversity of fields, with the wide range of skills and tools, is brought into play by public relations practitioners in order to understand and practice the field as a management function targeted on the achievement of management goals.

Finance, economics, and accounting come into the action when public relations practitioners are planning a campaign within budgetary constraints, and where accomplishments must be measured against their net-cost effectiveness.

The method of public relations practice is multi-media communication to achieve behavior modification. To accomplish this purpose, public relations practitioners must understand the nature of communication and its contribution to understanding and acceptance of the goods and services offered to the public. They also must know how to communicate in a variety of modes and be able to use a variety of media in their communication efforts.

Public relations practitioners also have to learn the business of their employers in order to help them achieve predetermined goals.

What distinguishes the body of public relations knowledge from other academic knowledge is how public relations practitioners uses that knowledge to achieve public relations goals. The public relations practitioner's job is to create a climate of public consent for his or her employer's goals. To accomplish the employer's purpose, the practitioner needs to be adept at behavior modification, knowing how to apply the social sciences of psychology to motivate individuals and of sociology to predict how individuals behave in groups.

Some of the body of public relations literature refers directly to the actual practice of public relations, whereas other parts of the literature are indirectly related to, and are based on a description of, the knowledge and skills that must be applied towards the accomplishment of public relations goals.

Public relations literature began in 1902, when an article entitled "What is Publicity?" by Henry Carter Adams was published by *North American Review*.[3] Adams described publicity in terms of practicing open communication. He was the first to suggest that laws requiring corporations to disclose their financial condition would help to protect investors against manipulation. Thus he anticipated by three decades the Securities and Exchange Act, which made open disclosure a law.

The first book to be published on public relations was Herbert Heebner Smith's *Publicity and Progress* in 1915.[4] This was followed by Samuel Macaw Kennedy's *Winning the Public* in 1920.[5] Kennedy advocated earning favorable public opinion with courteous and reliable service, personal contact, and publicity. He also stressed that public relations had to be integrated with the general business activities. Edward L. Bernays' classic, *Crystallizing Public Opinion*, was written in 1923 as a text for the first university course in public relations, which he taught at New York University.[6] The earliest book to include "public relations" in the title was John C. Long's *Public Relations: A Handbook of Publicity* in 1924.[7]

The public relations literature started building slowly, but gained momentum later in the century. *Books in Print* listed only a few books with "public relations" in their titles from 1900 to 1928. By contrast, the 1986-87 cumulative index listed 156 titles.

Most of the earlier books were written primarily for an expanding education market in public relations. Even before Bernays' classic text, Funk and Wagnalls, the dictionary publishers, gave early recognition to the infant profession when they published *Getting Your Name in Print* in 1922.[8] This useful handbook's recommendations for public relations practice are still accepted today: they include practicing responsible performance as a way of gaining public support, speaking out on the issues affecting the institution, and getting involved in activities outside of the institution's direct concerns.

Early in the 1900s, widely read journals such as *Harpers Weekly*, *McClures*, and *Colliers* began publishing articles on public relations, not always in flattering terms. In 1903, *Century Magazine* credited publicity with a quality that can humanize even kings, queens, and the Pope.[9] In 1927, Bernays wrote for *Advertising and Selling*, appealing for the separation of the public relations counselor from the press agent.[10] In 1929, *Harpers* devoted eight pages to the progress that public relations had made in moving from press agent to counselor, concluding that while PR has debased communications and increased cynicism, it has improved corporate behavior.[11]

By the late 1930s, *Fortune Magazine* published the first of several hundred articles about corporate public relations. The first series of quarterly surveys traced the progress that public relations was making by moving out from under the shadow of public opinion into the light of its own identity and destiny.[12] About the same time, the Harvard Business School *Alumni*

Association Bulletin, which preceded the prestigious *Harvard Business Review*, published an article in which the author described how public opinion measurement was being used in public relations.[13] This was the first link forged between public relations and public opinion research.

The first connection between public relations and its management function was made in 1949, when J. Handly Wright and Byron H. Christian collaborated to write *Public Relations in Management*.[14] The book was intended to supply the emerging public relations education market in business colleges. In the preface, the authors quoted from a speech that called attention to the growing concern of corporations for their public relations.

The first reference in the literature to public relations as a profession was made in 1956 by Stanley Kelley in *Professional Public Relations and Political Power*. Kelley credited public relations with a growing influence in government.[15]

As both interest in public relations and respect for its influence grew, so did the literature; and as public relations education expanded, so also did the market for textbooks. In 1945, T. R. Silas and Philip Lesly collaborated in writing *Public Relations Principles and Procedures*.[16] It has gone through nine editions with different authors and publishers.

In 1950, Lesly edited the first of his *Lesly's Public Relations Handbook*, now a massive collection of 900 pages of theory and practice written by senior practitioners.[17]

When Bernays added counselor to the public relations agenda, he envisioned the day when public relations practitioners, like their colleagues in law, would use cases and precedents in reaching solutions to public relations problems. Lesly, seeing the same need, published *Public Relations in Action* in 1947.[18] This was followed in 1957 by Allen Center's *Ideas in Action*,[19] followed by *Public Relations Practice: Cases*,[20] which Center coauthored with Frank Walsh. These were followed by Raymond Simon's *Public Relations Management Cases and Simulations*,[21] Jerry Hendrix's *Public Relations Cases*,[22] and others.

Robert Kendall, Professor of Public Relations at the University of Florida, has grouped the body of public relations knowledge into three major classes: history, theory, and experience. He put cases under history as the traditional starting point of professional efforts to organize a body of knowledge.[23]

With the expansion of the public relations literature, bibliographers were needed to access it. Thus, the first in a series of bibliographies appeared in 1934, titled *A Reference Guide to the Study of Public Opinion*, compiled and edited by Harwood Childs, a public relations practitioner.[24] Faxon Press of Boston produced the first bibliography with public relations in its title, but it was limited to the numerous writings of Edward Bernays.[25]

The first evidence that public relations was gaining respect from academia dates from 1934. In that year, Frederic J. O'Hare wrote for his degree from Columbia University the first doctoral thesis on public relations, titled *A Reference Guide to the Study of Public Relations*.[26]

In 1957, the Institute for Public Relations Research and Education, then known as The Institute, began financing the periodic publication of public relations bibliographies. The first

was compiled and edited by Scott M. Cutlip, then a professor of public relations at the University of Wisconsin, later Dean of the College of Journalism and Public Communication of the University of Georgia.[27] Robert Bishop updated the bibliography in 1976, also with support from The Institute.[28] From 1978 to 1985, annual updates of the public relations bibliography were published in the winter editions of *Public Relations Review*, the quarterly journal of research and opinion, underwritten by the Institute for Public Relations Research and Education until 1986.

This current edition of the public relations bibliography contains titles published in 1986 and 1987. It is the fifteenth edition since Cutlip's edition in 1957. In compiling this edition, I have used manual and computer searches to identify books, magazine articles, master's theses, and doctoral dissertations that pertain to the practice and analysis of public relations.

Many of the titles in this bibliography are of works too specialized to be carried in most public libraries. These items may be available from university libraries where public relations and business courses are taught. Detailed abstracts of theses are found in *Journalism Abstracts* and *Dissertation Abstracts*, available in university and public libraries. Copies of articles can be acquired economically from library collections and through interlibrary loans. Reprints are available also from University Microfilms International (UMI), Ann Arbor, Michigan, and from Original Article Tearsheet Service (OATS) of the Institute for Scientific Information.

Further assistance and information is available from public relations educators at most universities, database vendors, and the reference library of the Public Relations Society of America, the International Association of Business Communicators, and the membership organizations in the public relations field.

Notes

[1] Robert L. Bishop, *Public Relations Bibliography*. Ann Arbor, MI: University of Michigan Press, 1974, p. xii.

[2] Albert Walker, ed., *The Body of Public Relations Knowledge*, New York: Institute for Public Relations Research and Education, 1988.

[3] Henry Carter Adams, "What is Publicity?" *North American Review* (December 1902): 896.

[4] Herbert Heebner Smith, *Publicity and Progress*. New York: H. Doran, 1915.

[5] Samuel Macaw Kennedy, *Winning the Public*. New York: McGraw Hill Book Co., 1920.

[6] Edward L. Bernays, *Crystallizing Public Opinion*. New York: Liveright Publishing Co., 1961.

[7] John C. Long, *Public Relations: A Handbook of Publicity*. New York: McGraw Hill Publishing Co., 1924.

[8] H. S. McCauley, *Getting Your Name in Print*. New York: Funk & Wagnalls, 1922.

[9] "Effects of Modern Publicity," *Century Magazine* (November 1903): 155-56.

[10] Edward L. Bernays, "A Public Relations Counsel States His Views," *Advertising and Selling* (January 26, 1927): 31.

[11] R. L. Heilbroner, "Public Relations: The Invisible Sell," *Harpers* (June 1929): 23-31.

[12] "The Fortune Quarterly Survey," *Fortune Magazine* (January 1937): 86-87, and (October 1937): 108-109.

[13] Claude Robinson, "The New Science of Public Opinion Measurement," Harvard Business School *Alumni Association Bulletin* (July 1931): 232-37.

[14] J. Handly Wright and Byron H. Christian, *Public Relations Management*. New York: McGraw Hill Publishing Co., 1949.

[15] Stanley Kelley, *Professional Public Relations and Political Power*. Baltimore, MD: The Johns Hopkins University Press, 1956.

[16] T. R. Silas and Philip Lesly, *Public Relations Principles and Procedures*. Chicago: Richard D. Irwin, 1945.

[17] Philip Lesly, ed., *Public Relations Handbook*. New York: Prentice-Hall, 1950.

[18] Philip Lesly, ed., *Public Relations in Action*. New York: Ziff Davis Publishing Co., 1947.

[19] Allen H. Center, *Ideas in Action*. New York: McGraw Hill Co., 1957.

[20] Allen H. Center and Frank Walsh, *Public Relations Practice: Cases*. Englewood Cliffs, NJ: Prentice Hall, 1985.

[21] Raymond Simon, *Public Relations Management Cases and Simulations*. Columbus, OH: Grid, Inc., 1977.

[22] Jerry A. Hendrix, *Public Relations Cases*. Belmont, CA: Wadsworth, Inc., 1988.

[23] Robert Kendall, "The Body of Knowledge in the Public Relations Profession," *IPRA Review* (May 1984): 9-11.

[24] Harwood Childs, *A Reference Guide to the Study of Public Opinion*. Princeton, NJ: The Princeton University Press, 1934.

[25] *Public Relations, Edward Bernays and the American Scene*. Boston: F. W. Faxon Co., 1951.

[26] Frederic J. O'Hare, *A Reference Guide to the Study of Public Relations* (Columbia University), unpublished dissertation, 1934.

[27] Scott M. Cutlip, *A Public Relations Bibliography*. Madison, WI: The University of Wisconsin Press, 1957.

[28] Robert L. Bishop, *Public Relations: A Comprehensive Bibliography*. Ann Arbor, MI: The University of Michigan Press, 1974.

Business Credibility and Ethics

Journals

Anderson, Douglas. "How Managing Editors View and Deal With Ethical Issues," *Journalism Quarterly*, v64 n2-3 p341-345 Sum-Aut 1987.

Finds that awareness and concern about adherence to journalistic ethics among newspaper editors is growing. Editors indicate their commitment to a code of ethics and reported involvement in making staffers more aware of ethical matters.

"Are Corporations Institutionalizing Ethics?" *Journal of Business Ethics*, v5 n2 p25-91 Apr 1986.

Reports about a survey by the Center for Business Ethics of Fortune 1000 industrial and service companies. Reveals that corporations are making significant progress in institutionalizing ethics with codes, committees, social audits, training programs and committees of the board.

Berney, Karen. "Finding the Ethical Edge," *Nation's Business*, v75 n8 p19-24 Aug 1987.

Describes the stories of six business people to illustrate the benefit of gaining the ethical edge. Shows that high ethical standards can result in higher profit, achievement of long-range goals, loyalty from customers and employees, recruitment of talented employees, and goodwill.

Bivans, Thomas H. "Applying Ethical Theory to Public Relations," *Journal of Business Ethics*, v6 n3 p195-200 Apr 1987.

Asserts that the prevailing attitude among PR practitioners is that moral obligation either can be satisfied by reference to a professional code or is the responsibility of the employer or client.

Brown, David H. "A Funny Thing Happened on the Way to the Forum on Ethics," *Public Relations Quarterly*, v31 n1 p20-23 Spr 1986.

Contends that PR has plenty of ethical codes, but does not have rules for what happens to violators. Suggests that the field needs codes with teeth, if it is to ascend to full professional status.

Budd, John F. Jr. "Corporate Ethics and Credibility," *International Public Relations Review*, v10 n3 p17-19 Aug 1986.

Suggests that business is beginning to recognize the need to manage the factors that influence a reputation just as carefully as it manages production, finance and other corporate functions. Recommends a written code of conduct, viewing credibility as a precious asset, and raising the visibility of both ethical and unethical behavior.

Bukro, Casey. "Ending the Ethics Muddle," *Quill*, v75 n4 p16-17 Apr 1987.

Charges that Sigma Delta Chi's code of ethics has been ineffective in curbing newspaper excesses, and points to PRSA as an improvement and model. The author cites as a problem unique to the media such excesses as competition for readers and meeting deadlines that overcome the desire for maintaining high ethical standards.

Cadbury, Sir Adrian. "Ethical Managers Make Their Own Rules," *Harvard Business Review*, v65 n5 p69-73 Sept-Oct 1987.

Claims that responsibility for ethical business decisions lies with business and with society, who determine the ethical framework within which business is conducted.

Carman, Bernard R. "Beyond Control," *Currents*, v13 n3 p26-27 Mar 1987.

Expresses disillusionment with the notion of editorial independence of editors of university publications.

Cater, Douglas. "Political Ethics," *Public Opinion*, v9 n4 p2-3,60 Nov-Dec 1986.

Suggests that political ethics will get worse as the pressures increase for dealing with a fragmented society.

Christie, Claudia M. "United Technologies? Never Heard of It," *New England Business*, v8 n2 p55-57 Feb 17 1986.

Reports that Raymond D'Argenio, senior vice president for communications at United Technologies Corporation of Hartford, Connecticut, has helped create a worldwide awareness of the multibillion dollar technologies company. Points out that he talked UTC into spending millions yearly to sponsor art exhibits at major museums, making sure that UTC's name is attached, and he has run inspirational ads in the Wall Street Journal inviting inquiries about the company.

Ciervo, Arthur V. "Truth or Consequences," *Currents*, v13 n1 p8-11 Jan 1987.

Describes the author's 22 years in university PR and how he avoided lying when the truth could hurt.

"Erosion of Ethics? Opinion Roundup," *Public Opinion*, v9 n4 p21-40 Nov-Dec 1986.

Devotes a special section to public opinion regarding ethics of occupations and illustrates them in a variety of hypothetical situations. States that according to the public confidence survey by occupations, journalists and newspaper reporters barely make the top half, below funeral directors and just above lawyers and business executives. Points out that TV reporters are just above funeral directors.

"Ethics and Excellence: Values in Corporations," *Journal of Business Ethics*, v5 n3 Jun 1986.

Devotes the entire issue of some 88 pages to presentations at the Second Annual DePaul University and Society of Business Ethics Conference of July, 1984.

Fisher, Anne B. "Spiffing Up the Corporate Image," *Fortune*, v114 n2 p68-72 Jul 1986.

Presents case histories of three companies "W.R. Grace, Pontiac and Sara Lee" which have spent large sums on their image. Includes Mini-case histories of other companies.

Frederick, William C. "Toward CSR3: Why Ethical Analysis is Indispensable and Unavoidable in Corporate Affairs," *California Management Review*, v28 n2 p126-141 Win 1986.

Asserts that managers cannot escape the normative implications of their decisions. States that managers must measure the worth of their decisions in terms of moral conceptions embedded in the culture of the ethics.

Gee, Bobbie. "The 'I' in IBM: How Image Shapes Success," *Management World*, v15 n5 p1-6 Jun 1986.

Proposes that ignoring the corporate image can destroy the business. States that at IBM, Disney, and McDonald's, there are dress and appearance standards which employees must follow. Indicates that in establishing standards, employees should realize that a better corporate image increases the amount of money earned, and by having applicants read a copy of the standards during the hiring process, those who do not want to meet the standards can be eliminated and future employment problems prevented.

Hamilton, Seymour. "PR Ethics, from Publicity to Interaction," *Public Relations Quarterly*, v31 n1 p15-19 Spr 1986.

Contends that ethics is a major issue in PR; affecting all types of PR from pure press agentry to the most sophisticated public interactions. Asserts that in two-way asymmetric PR, the company talks, the press listens and loyalty is king. Recommends two-way symmetrical PR, where the executive and the person being informed both speak and listen, modifying their positions interactively.

Katz, P. C. "Teaching Business Ethics," *Bottomline*, v3 n10 p41-42 Oct 1986.

Asserts that there is no question that teaching business ethics is a good idea, but the question is how to teach the subject. States that Thomas J. Bies of Northwestern University described two approaches: one suggests that a specific set of values be taught, leading students to discern the right action within those standards, but Bies prefers another approach, which assumes a person has been trained with an appropriate set of values in the home, school, or church. Focuses on teaching how those values come into play in making organizational decisions and approaching ethical dilemmas.

Ladd, Everett C. "Generation Myths," *Public Opinion*, v9 n4 p10-15, 56-57 Nov-Dec 1986.

Finds a very narrow, if any, generation gap. States that a great many central political issues and concerns cross generation boundaries. Concludes that all generations continue to be equally upbeat about the future.

Ledger, Marshall. "Who's in Charge Here?" *Currents*, v13 n3 p10-14 Mar 1987.

Describes the problems of the associate editor of University of Pennsylvania's alumni magazine with getting editorial approvals.

Magnet, Myron. "The Decline and Fall of Business Ethics," *Fortune*, v114 n13 p65-72 Dec 8 1986.

Contends that corporate crime gets the headlines, but corporate ethics are making it harder to do business over the phone, and the handshake is out. Indicates that the ethical climate in business is the worst it has been since before the depression, therefore, some companies are hiring ethical consultants, ministers with business backgrounds. Additionally, on page 181 of the same issue is a reply to Catholic bishops who have denounced immorality in business and capitalism.

Makin, John H. "Business Ethics," *Public Opinion*, v9 n4 p4-6, 57 Nov-Dec 1986.

Finds business ethics in a state of flux due to the increasing heterogeneric make-up of business people, immense expansion of business crossing international barriers, and the entry of young workers and managers.

Matrat, Lucien. "Ethics and Doubts," *International Public Relations Review*, v10 n4 p17-20 Nov 1986.

Contends that ethics and efficiency are not mutually exclusive. Indicates that the quality of the relations which have been established within and outside the corporation will determine its cohesion and, therefore, its efficiency.

Merrick, Arthur P. "Building a Trust Fund," *Public Relations Journal*, v42 n9 p21-26 Sept 1986.

Contends that in the banking industry PR is important, since the public has become more concerned about the safety of their investments and accounts. Insists that this confidence crisis must be faced with absolutely honest public information.

Newton, Francis W. "Truth and Honesty in Public Relations," *International Public Relations Review*, v10 n2 p2-4 May 1986.

Examines critical view of PR practice based on interviews with 50 practitioners. Refers to an article that accepts the premise that management and clients do not hire PR to tell them what they cannot do, but how to do it despite the absence of a public interest. Indicates that recognizing this kind of thinking exists helps rather than hurts PR. Updates comments in the November issue with ethical problems that have since come to light.

Nisbet, Robert. "Individual Ethics," *Public Opinion*, v9 n4 p7-8, 60 Nov-Dec 1986.

Argues that all ethics are based on the human capacity for responding to what one ought to do. Indicates that a major milestone in civilization was passed when human behavior began to be affected by morality as well as mere survival. Attributes the decline to the reduced authority of the family, the church, the school, and other institutions.

Olasky, Marvin N. "The PR Scams of 1985," *Business and Society Review*, n56 p52-55 Win 1986.

Gives dubious recognition to LTV Corporation, Detroit's peoplemover bureaucrats, CBS' use of public interest groups to fight takeover by Ted Turner, Amtrak, American Land Development Association, and a collective award to PR practitioners who fight efforts to trim the federal budget by defending what the author calls corporate welfare. Charges them with crimes ranging from deceit to ignoring the public interest.

O'Toole, James. "Values Added," *Inc*, v8 n1 p29-40 Jan 1986.

Champions values and ethics as good for business and keys to corporate greatness. Proposes that corporations achieve greatness primarily through a sound philosophical base for doing business. Recommends a strong sense of responsibility and sensitivity to the needs of stakeholders.

Powills, Suzanne. "What's Ethical in Health Care Advertising?" *Hospitals*, v61 p68-72 Mar 1987.

Claims that some of the successful marketing tactics used in advertising regular products could damage the credibility of the health care industry if used by them. States that responsible advertising does not alarm or mislead, does not make unsupported claims, does not damage the integrity of the product or industry, and is not flippant or glib. Concludes that the youthful field of health care marketing has not developed its own ethical standards but expects increased scrutiny from the law and the marketing industry.

Rhody, Ronald E. "The Image of Banking Today," *International Public Relations Review* v10 n1 p32-35 Feb 1986.

Describes the drop in public confidence in banks and suggests ways to turn it around through improved and open communication.

Salwen, Michael B. "Credibility of Newspaper Opinion Polls: Source, Source Intent and Precision," *Journalism Quarterly*, v64 n4 p341-345 Win 1987.

Shows that credibility is correlated with readers' understanding of how probability sampling works. Author suggests that more attention be given to how sampling was conducted. Claims too many readers wonder why they were not asked.

Tarr, C. W. "How to Humanize MBAs," *Fortune*, v113 n7 p153-154 Mar 1986.

Argues schools should track ethics, teach value of cooperation, admit leaders instead of merely winners. States that schools should teach human skills along with technical skills; qualitative as well as quantitative results. Indicates that the academic rigors based on high grades for students and research and publication by the faculty have also helped dehumanize MBA curriculum.

Winkleman, Michael. "Soul Searching," *Public Relations Journal*, v43 n10 p28-32 Oct 1987.

Asserts that for PR, the current obsession with ethics plays two ways: in terms of their own professionalism and the reputations of the organizations for which they work. Author discusses the roles of this obsession and whether PR is becoming more ethical as a result.

Books

Christians, C. G.; and others. *Media Ethics: Cases and Moral Reasoning*, 2nd ed. White Plains, NY: Longman. 1987. 344 pp.

Presents a casebook of applied ethics with case histories allowing for ethical choices by readers. Includes an introductory chapter on normative ethics.

DeGeorge, R. R. *Business Ethics*, 2nd ed. NY: Macmillan. 1986. 290 pp.

Attempts to cover the subject in a systematic and comprehensive way dealing first with the techniques of moral reasoning and argumentation that are needed to analyze moral issues in business. Raises basic questions about the morality of economic systems. Concludes with discussion on the moral obligations of nations to other nations, of people to people, and one generation to another as trading partners.

Garrett, Thomas M. *Business Ethics*, 2nd. Englewood Cliffs, NJ: Prentice Hall. 1986. 160 pp.

Limits information to a simple set of basic principles that may be adequate for the problems faced by beginners in business. Covers the gray areas as well as the black.

Goodwin, H. E. *Groping for Ethics in Journalism*. Ames, IA: ISU Press. 1987. 416 pp.

Raises, categorizes and suggests answers to questions of professional right and wrong faced by journalists.

Meyer, Philip. *Ethical Journalism: A Guide for Students, Practitioners and Consumers*. NY: Longman. 1987. 262 pp.

Bases conclusions on a survey of editors, publishers and staff members from 300 newspapers. He examines the way newspapers handle pressure from advertisers, their approach to objectivity, conflict of interest, and invasion of privacy.

Sagen, Maile-Gene, ed. *Ethics and the Media*. Iowa City, Iowa Humanities Bd. 1987. 93 pp.

Presents the third in a series of papers on professional ethics presented at an institute.

White, P.; Wooten, K. C. *Professional Ethics and Practice in Organizational Development: A Systematic Analysis of Issues, Alternatives, and Approaches*. NY: Praeger. 1986. 209 pp.

States that with the increasing complexity of management decisions and high probability of unethical practices getting in the headlines, if not the courts, accrediting agencies for business schools are beginning to require that specific attention be given to business and professional ethics. Claims the authors were among the first to produce a text to meet the need.

Business Responsibility

Journals

Berger, Douglas J. "The Maturing of Public Interest Groups," *Public Relations Quarterly*, v31 n3 p14-16 Fall 1986.

Summarizes the findings of the Foundation for Public Affairs' fifth edition of Public Interest Profiles, which presents detailed descriptions of 250 leading public interest groups and 13 commentaries by policy experts. Cites the author of this article as both the editor of the book and executive director of the Foundation which published it.

Clifford, Sarah. "Charity: When Big is Better," *Inc.*, v9 n2 p11 Feb 1987.

Asserts that small businesses are less likely to participate in United Way campaigns and, when they do, employees contribute less than in larger corporations. Claims that small business owners are not convinced of the benefits to the community or to the company. States that United Way has been researching small business owners in an attempt to gain their support.

Dierkes, Manolf; Antal, Ariane Berthoin. "Whither Corporate Social Reporting: Is it Time to Legislate," *California Management Review*, v28 n3 p106-121 Spr 1986.

Reviews the development of corporate social reporting, its theoretical underpinnings, conceptual frameworks, and applications.

Eason, Henry. "A Starring Role for Companies," *Nations Business*, v74 n6 p33-34 Jun 1986.

Provides examples of the private sector's growing role in sustaining the arts and other cultural programs as good business. Indicates that some are innovative programs such as combining cultural program support with promotion. Features several innovative tie-ins between support of the arts and marketing the sponsor's product or service.

Fetig, James. "Art for Businesses' Sake," *Public Relations Journal*, v42 n4, p11-12, Apr 1986.

Asserts that many companies are finding that they can benefit from cultural events programs that mix art and business. Indicates that American Express has increased its card usage by 20 percent through a public-corporate philanthropy drive, which donates a percentage of credit card purchases to local arts programs, enabling consumers to become philanthropists. Discusses similar programs.

Flatow, Sheryl. "A Chorus Line," *Public Relations Journal*, v42 n11 p44-50 Nov 1986.

Asserts that as the public becomes more appreciative of corporate sponsors of the arts, more businesses are realizing the benefits of this marketing and PR tool. Points out that in addition to its being an effective business strategy, such sponsorship is an investment in goodwill and the community.

Higgins, Kevin T. " 'Cause-Related Marketing': Does it Pass the Bottom Line Test?" *Marketing News*, v20 n10 p1,18 May 1986.

States that cause-related marketing is different from corporate philanthropy in that it is intended to do more than simply improve company image and boost PR. Argues that it is a deliberate marketing strategy aimed at higher sales figures.

Hill, Susan. "Tournament Master," *Institutional Investor*, v20 n5 p23-24 May 1986.

Claims that charity plays an important role in business PR activities. Indicates that the Manufacturers Hanover Westchester Classic golf tournament is one of the biggest fundraisers on the golf circuit.

Hoffer, William. "Business' War on Drugs," *Nations Business*, v74 n10 p18-26 Oct 1986.

Presents that no segment of American society can do a better job of curing the drug sickness than employers, and they are the biggest benefactors. Shows how employers can do it.

Hunt, Avery. "Strategic Philanthropy," *Across the Board*, v23 n7,8 p23-30 Jul-Aug 1986.

Claims that new and more imaginative ways of giving away money are paying off for both recipients and corporate donors, and are easier to justify on the basis of the bottom line. Points out that it started with American Express tying its contributions to card usage, but it is not ending there. Offers imaginative examples from other companies.

Jedlicka, Judith A. "How to Develop Partnerships with the Arts," *Public Relations Journal*, v42 n11 p53-54 Nov 1986.

Indicates that given ample time, research, and preparation, the incorporation of the arts in PR efforts can be effective. Presents guidelines to consider: identify goals, determine the desired audience, choose a project, set the scope, identify risks, gain compatibility with art administrators, determine benefits to the arts, exploit related possibilities, develop a detailed plan and get it approved, and thoroughly appraise all efforts.

Keating, Richard P. "USLIFE Markets its Message," *Communication World*, v3 n7 p26-27 Aug 1986.

Recognizes that USLIFE Corporation and CNN (Cable News Network) put together a series of TV spots that celebrated two events: the refurbished Statue of Liberty and USLIFE's 20th anniversary.

Koten, John A. "Moving toward Higher Standards for American Business," *Public Relations Review*, v12 n3 p3-11 Fall 1986.

Contends that Arthur Page's six principles of corporate behavior, which were developed in the 1920s, are still valid today and that the corporate communicator has the responsibility to raise business standards.

Lazarus, Zelma. "How Public Relations is Helping Eradicate Polio in India," *International Public Relations Review*, v10 n4 p6-8 Nov 1986.

Describes a joint effort that brings together the resources of the government of India, corporations, voluntary agencies and private businesses as active partners.

Lipset, Seymour M. "The Sources of Public Interest Activism," *Public Relations Quarterly*, v31 n3 p9-13 Fall 1986.

Traces the cultural, political, religious and American roots of public interest activities. Indicates that the author's historical analysis originally appeared as the introduction to the Foundation for Public Affairs' 1986-87 *Public Interest Profiles*.

Lukaszewski, J.E. "Corporate and Private Sector Communications Responsibility: Transborder Disaster Situations," *Vital Speeches*, v53 n10 p305-310 Mar 1 1987.

Explains that corporate and private sector crisis communications responsibility is an issue receiving increasing attention among U.S. corporations. The role of Chester Burger & Co., Inc., with multinational corporations, and with those firms' communications consultants, indicates that managing crisis is a pragmatic process that involves: (1) responding to actual events, (2) notifying required government agencies and appropriate manufacturers or vendors, (3) internalizing procedures for dealing with the crisis, and (4) addressing other external considerations.

Manheim, Jarol B.; Pratt, Cornelius. "Communicating Corporate Social Responsibility," *Public Relations Review*, v12 n2 p9-18 Sum 1986.

Argues that U.S. corporations have failed to communicate to the public their contributions to the well-being of society. States that polls conducted every year on public opinion concerning large U.S. corporations show that in 1966, about 55 percent of the people had confidence in major corporations, whereas in 1982, less than 18 percent did. Stresses that the major factors influencing the decline include the environmental hazards, unresponsive or bad customer relations at some large companies, and generally negative news reporting. Concludes that the solution is a sustained PR strategy on all fronts.

Matusow, Barbara. "Turning Up the Volume on Advocacy Ads," *Washington Journalism Review*, v8 n2 p20-30 Oct 1986.

Claims that although networks are still scared off by hard-hitting advocacy commercials, the independent cable stations are using them, and these stations are getting more of the audience.

Moser, Martin R. "A Framework for Analyzing Corporate Social Responsibility," *Journal of Business Ethics*, v5 n1 p69-72 Feb 1986.

Describes an attempt to identify the parameters of situations involving corporate social responsibility in order to develop a method that would facilitate classroom learning. Points out that it is done by setting up situations to derive models of corporate behavior.

Mulligan, Thomas. "A Critique of Milton Friedman's Essay on the Social Responsibility of Business is to Increase Its Profits," *Journal of Business Ethics*, v5 n4 p265-270 Aug 1986.

Proposes a different paradigm from Friedman: Social responsibility should be defined in consensus with the corporation's stakeholders who need to be appraised and consider the consequences of various alternative directions.

Murray, Keith B.; Montannani, John R. "Strategic Management of the Socially Responsible Firm: Integrating Management and Marketing Theory," *Academic Management Review*, v11 n4 p815-827 Oct 1986.

Proposes a model that integrates the content and process considerations of corporate social responsibility with a marketing orientation. Shows that this approach is designed to add to the firm's competitive advantage and to enhance the benefits of socially responsive behaviors.

Newton, Francis W. "Gambling with the Corporate Image," *International Public Relations Review*, v10 n4 p2-3 Nov 1986.

Presents an editorial comment regarding the irresponsibility of management in gambling with corporate image. Believes that the corporate image stands for the common hopes, goals and traditions created by the efforts of all corporate employees, and is not the prerogative of management to change.

Nolan, Joseph; Nolan, David. "Better Corporate Citizens: The Path to Social Responsibility," *Across the Board*, v23 n5 p54-58 May 1986.

Describes four types of business leaders: the visionaries, improvisers, reluctant compilers and initiative-takers. Suggests that business must redefine its corporate interests within a broader framework for the public good.

Reed, Walter. "Education from the Ground Up," *Association Management*, v39 n5 p75-78 May 1987.

Asserts that professional associations are starting to recognize the benefits of sponsoring school-directed educational programs. Claims that the success of such a program depends on its educational validity. Concludes that while the educational program will be used by students, it must be targeted at teachers who decide what materials will be presented.

Robin, D. P.; Reidenbach, R. E.. "Social Responsibility, Ethics, and Marketing Strategy: Closing the Gap Between Concept and Application," *Journal of Marketing*, v51 n1 p44-58 Jan 1987.

Reviews the concepts of social responsibility and business ethics as well as some of the reasons why their adoption by marketing practitioners has been limited. Explains that an approach is developed to integrate these concepts into the strategic marketing planning process.

Ross, Irwin. "Corporations Take Aim at Literacy," *Fortune*, v114 n7 p48-54 Sept 1986.

Argues that faced with the need for better-educated employees, companies are hiring teachers of last resort by sponsoring remedial programs in their plants and offices. Shows that some do it by supporting community efforts or through volunteer programs, but the largest are hiring teachers to teach in their plants on company time.

Thompson, Roger. "Giving Kids the Business," *Nation's Business*, v75 n8 p43-44 Aug 1987.

Explains that the Industry and Commerce Association of South Dakota sponsors the Youth Business Academy each summer in Sioux Falls, SD. Finds that the program is similar to 19 others in the country where high school students spend one week on a college campus with business people who have volunteered to work as advisors. Points out that the advisors teach the students about free enterprise. Suggests the focus of the program is a computer simulation of businesses run by the students. Discusses that students visit local businesses, get practical advice, and participate in the Business Bowl, a game in which they use their new business knowledge.

Walker, Albert. "The Good That They Do: The Case for Corporate In-Kind Contributions," *Public Relations Quarterly*, v32 n2 p15-20 Spr 1987.

Asserts that corporations attempting to do good works often find that negative publicity is remembered longer than news of their good works projects. Explains that when philanthropic projects are publicized, the company often is criticized for drawing attention to itself, and corporate funding of projects is often dismissed as being done for tax benefits. Concludes that while cash contributions are important and should continue, companies receive the greatest PR benefit from contributions of voluntary time and talent of their employees.

Wokutch, Roland E.; Spencer, Barbara A. "Study of Philanthropy Related to Financial Success," *California Management Review*, v29 n2 p62-77 Win 1987.

Explains that responses from 130 manufacturing firms were placed in four behavior groups with biblical labels: saints, pharisees, cynics/repenters, and sinners. States that both saints and cynics/repenters were high on corporate contributions, but the latter group also committed corporate crimes. The study shows that sinner firms fared worst on their return on both assets and sales; cynics did slightly better financially than the saints.

Wood, Van R.; and others. "Social Responsibility and Personal Success: Are They Compatible?" *Journal of Business Research*, v14 n3 p193-212 Jun 1986.

Provides an excellent, in-depth history of corporate social responsibility from classical Greece, where business was thought to exist to serve the public to achieve the greater good, to the present period of accountability to the public interest. Concludes that two views dominate social responsibility today: activist and the managerial. States that both recognize the relationship between positive corporate responsiveness and the degree of executive penalty or reward for acting in a socially responsible manner.

Books

Haberman, D. A.; Dolphin, H. A. *Public Relations: The Necessary Art*. Ames, IA: ISU Press. 1987. 216pp.

Defines PR first and foremost as good deeds. They explain and describe public support, effective communication and ethical considerations. State that tools of communication are a focus: news releases, special events, news conferences, executive interviews, exhibits and speech-writing.

Thompson, K. W. *Philanthropy: Private Means, Public Ends*, vol. IV. Lanham, MD: University Press of America 1987. 176pp.

Shows how philanthropy depends on the successes of the free enterprise system. Organizes volume around three major themes: values and philanthropy; origins and problems; and criticisms.

Communications: Employee/Internal

Journals

Aldrich, Nelson W., Jr. "Lines of Communication," *Inc*, v8 n6 p140-144 Jun 1986.

Claims that an in-house TV station is the ultimate company newsletter. Argues that corporate TV seems to be the answer for growing companies that are concerned about loss of cohesiveness. Shows that some coordinate corporate TV with feedback systems via talk-show formats.

Allen, Mary. "Benefits, Buffet Style," *Nation's Business*, v75 n1 p45-47 Jan 1987.

Explains that flexible-benefit plans have been adopted by more and more companies, both large and small. Asserts that flexible-benefit plans solve concerns regarding employee recruitment, decreased spending, and higher morale. Concludes that the needs of a diverse workforce can be met at no extra cost to employers.

Anthony, R. J. "A Communication Program Model for Flexible Benefits," *Personnel Administrator*, v31 n6 p65-72 Jun 1986.

Argues that message strategy must include contrasting lifestyles of the present with the past, stressing costs and allocations, providing examples including real cases, if available, and being creative in presentation of the information visuals, and family-oriented.

Ayers, Laura D.; Peck, Charles A. "Juggling Rewards," *Across the Board*, v24 n1 p15-16 Jan 1987.

Asserts that corporate compensation planners must adapt their policies to generally unfavorable business conditions, new tax and regulatory standards, and changing (and often conflicting) company philosophies and strategies. Discusses such issues as salary changes, the 1986 Tax Reform Act, and its effects on compensation and stock options.

Blau, Gary J.; Boal, Kimberly B. "Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism," *Academy of Management Review*, v12 n2 p288-300 April 1987.

Claims that job involvement and organizational commitment have been used to predict general turnover and absenteeism. The author describes how these predictors can enhance understanding task-related efforts as well as withdrawal behaviors. The author provides a model for this empirical research study.

Boyle, Daniel C. "The 100 Club," *Harvard Business Review*, v65 n2 p26-27 Mar-Apr 1987.

Points out that Diamond International Corporation, a manufacturer of egg cartons, suffered from low productivity and low morale. Explains that the company began the 100 Club program rewarding employees for attendance, punctuality, and safety. Discusses that as productivity grew and quality improved, the program was expanded and revised to promote teamwork toward common goals as well as providing rewards for a wide range of individual accomplishments. Further explains that rewards have minimal monetary value so that the program remains focused on recognition for good performance rather than incentive for outstanding performance.

Cotton, John L.; Tuttle, Jeffrey M. "Employee Turnover: A Meta-analysis and Review with Implications for Research," *Academy of Management Review*, v11 n1 p55-70 Jan 1986.

Reviews recent studies to identify the variables which relate and do not relate to employee turnover. Indicates that related variables are age, tenure, pay, overall job satisfaction and employee perceptions. Shows that task repetition, promotion and intelligence were not supported.

Crosby, Bob. "Employee Involvement: Why It Fails, What It Takes to Succeed," *Personnel Administrator*, v31 n2 p95-106 Feb 1986.

Offers 12 guidelines for successful employee involvement programs.

D'Aprix, Roger. "Employee Communication: Designing and Managing a People-Sensitive Process of Internal Communication," *Journal of Educational Public Relations*, v9 n4 p4-9 Spr 1987.

Discusses research on employee communication systems (the grapevine is a primary source) and the implications that the findings delineate. Concludes that for employees to function with commitment, understanding, and productivity, an effective communication system is no longer optional.

Falkenberg, L.E. "Employee Fitness Programs: Their Impact on the Employee and the Organization," *Academy of Management Review*, v12 n3 p511-522 Jul 1987.

Points out that employers are investing large amounts of money in employee fitness programs, but unfortunately, the value of physical exercise and lifestyle programs has yet to be established.

Hartman, Curtis; Pearlstein, Steven. "The Joy of Working," *Inc.*, v9 n12 p61-71 Nov 1987.

Contends that a survey of workers found that most employees are satisfied and respect their firms. Shows that the survey studied compensation, factors behind satisfaction, attitudes toward business, pride, loyalty, gripes, the hierarchy gap, advancement, pensions, information sharing, size of the company related to satisfaction, and sharing of success.

Hennefreund, William. "Whatever Happened to Loyalty?" *Association Management*, v38 n6 p82-85 Jun 1986.

Argues that although retaining a staff may be outmoded in today's success-oriented environment, the right hiring process can provide some stability. States that the hiring process should include matching the personality of the individual to that of the organization.

----------. "Fear of Feedback," *Association Management*, v38 n3 p80-83, Mar 1986.

Asserts that inviting employees to tell you what they think about your plans and your ideas requires written and accepted guidelines. Once decisions are made, it is too late for feedback. The author warns that all criticism, no matter how harsh, must be accepted on faith as constructive criticism.

Herzberg, Frederick. "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, v65 n5 p109-117 Sept-Oct 1987.

Writes that traditional inducements do not motivate people, rather their absence promotes dissatisfaction. Explains that job enrichment is the true motivator and involves recognition, pride, responsibility, growth, and advancement. States that job enrichment can be created by decreasing control, increasing individual work accountability, specializing individual tasks, and organizing natural work units.

Herzlinger, Regina E.; Krasker, William. "Who Profits From Nonprofits?" *Harvard Business Review*, v65 n1 p93-106 Jan-Feb 1987.

Explains that traditionally, society has believed that nonprofit hospitals provide lower cost, better quality care to more patients than for-profit hospitals; a new study, however, has shown that nonprofits benefit the professional staff, but do not promote social welfare. States that for-profits offer as many services at the same or lower costs.

Levinson, Harry. "How They Rate the Boss," *Across the Board*, v24 n6 p53-57 Jun 1987.

Describes upward appraisal, performance reviews of corporate officials by subordinates. States that the appraisal is done through interviews of employees by consultants at the request of management. Shows that the consultants compile open-ended questions, interview the employees, and develop a general statement which is read to the managers.

Lewis, Patricia S. "Baby Blues Hit Business," *Public Relations Journal*, v43 n11 p16 Nov 1987.

Points out that parental leave legislation (pending in one form or another in more than 15 states) is currently an item of hot debate. Explains that many companies are already engaging in anti-leave lobbying using a double-edged strategy designed to leave their corporate images intact.

Lustig, T. "Help Employees Through a Merger," *Public Relations Journal*, v43 n5 p27-29 May 1987.

Claims the psychological trauma experienced by employees at all levels of a corporation as an outgrowth of merger activity is tremendous not only for those who suffer job dislocation but also for those who survive the merger: the onset of a climate of ambiguity and a lower trust of management. States that the flow of information should increase, not decrease, during a merger.

McCullough, Mary Louise. "Working with the Human Resource Folks," *Communication World*, v4 n10 p28-29 Oct 1987.

Points out that in many companies, communicating benefits are still the domain of the human resources department which does not attract communicators. Claims that today, with the complexity of issues and the constantly changing legislative environment, that pattern is changing.

Moore, Thomas. "Personality Tests Are Back," *Fortune*, v115 n7 p74-82 Mar 1987.

Studies a theory of psychological personality types that is spreading rapidly out of counseling circles and into corporate America. This theory asserts that people of different psychological types may have a hard time working together, mostly because each has a distinctive way of perceiving the world and making decisions.

Moss, Patricia E. "AT&T VP Uses Dinner as Communication Tool," *Communication World*, v3 n4 p26-27 Apr 1987.

Asserts that Bell Laboratories have found that a relaxed, friendly dinner offers an excellent way to get to know employees, increase productivity, and goodwill. Claims that many productive ideas can be part of dinner conversation.

Nelton, Sharon. "Discussing the Undiscussable," *Nation's Business*, v75 n3 p56 Mar 1987.

Contends that most employees have undiscussable issues: they fear for their jobs, they fear for their advancement, and they hold back. States that most undiscussables involve relationships. States that managers should encourage employees to communicate their feelings about these issues. Contends that because undiscussables are usually intense issues, an objective third party can be helpful in discussing them.

Pappanastos, John S.; and others. "The Human Resource Side of Mergers," *Business*, v37 n3 p3-11 Jul-Sept 1987.

Names among the human effects of mergers corporate culture shock, loss of jobs by key managers, employee stress and anxiety. He asserts that the first two are receiving much of the attention of analysts and the last two are being neglected.

Perkins, Donald S. "What Can CEOs Do for Displaced Workers?" *Harvard Business Review*, v65 n6 p90-93 Nov-Dec 1987.

Addresses the concerns of employees who are displaced due to management decisions. Discusses the case of the Stroh Brewery Company's closing of a Detroit plant which illustrates a successful attempt to ease the trauma for employees. States that Stroh provided transition centers, job-search programs and counseling services to all Detroit employees.

Ploscowe, Stephen A.; Goldstein, Marvin M. "Trouble on the Firing Line," *Nation's Business*, v75 n3 p36-37 Mar 1987.

Asserts that recent court rulings have undermined the employment-at-will doctrine allowing businesses to fire employees at will. The authors use four sample cases to illustrate the trend and suggest guidelines for establishing a policy to protect the business from this type of lawsuit. They suggest that employers avoid implied promises; revise employee manuals; revise job descriptions; have a procedure for termination; document unsatisfactory performance; and review post-discharge procedures.

Powills, Suzanne. "Employees Naive About Health Care Benefits," *Hospitals*, v61 p54 Jul 20 1987.

Writes that employees' health-care selections depend on good communication and education; however, a recent survey found that most employees are not well informed about their health-care benefits. Shows that employees are less informed in 1986 than in 1985. States that employees are uncertain about health-care premiums, required second opinions, incentives for using outpatient care, and preferred-provider arrangements.

Rakestraw, Kathleen. "Discipline without Pain: Dealing with Difficult Employees," *Currents*, v13 n7 p8-13 July-Aug 1987.

Gives author's recipe for dealing with difficult employees without losing their cooperation or hampering their creativity.

Rosen, Corey; Quarrey, Michael. "How Well is Employee Ownership Working?" *Harvard Business Review*, v65 n5 p126-132 Sept-Oct 1987.

Reports that growth in ESOPs (employee stock ownership plans) is partly due to tax incentives but is more an indication of the advantages businesses expect from employee participation. The authors compare ESOP companies with others and found increased performance and more rapid growth in ESOP companies. The greatest advantages result when employees are encouraged to participate in corporate policy.

Shaffer, James C. "Seven Emerging Trends in Organizational Communication," *Communication World*, v3 n2 p17-19 Feb 1986.

Names among trends reward and recognition systems more closely tied to corporate values; communication will be targeted more precisely at smaller groups; bureaucracy that stands in the way of excellence will be eliminated; responsibility for communication will move from staff to line supervisors; more participatory style management; more incentives for teamwork; and individual fulfillment and quality of life will continue to outrank pay, benefits and job security as qualities workers want most.

Shahoda, Teri; Droste, Therese. "Employee Communication Softens Merger's Toll," *Hospitals*, v61 p80 Apr 5 1987.

Asserts that the key to a successful merger or acquisition is communication. Points out that employee satisfaction declines for both the acquired and acquiring companies. Asserts that open and candid communication can minimize dissatisfaction and anxiety as well as prevent or control rumors; therefore, management must be cautious not to misinform employees or make promises they will have to break. Contends that announcements of employee cuts, in particular, should be made as soon as possible in order to preserve employee satisfaction and production levels.

Silver, Susan. "The Information Edge: Keeping Your Credit Union a Cut Above," *Credit Union Management*, v10 n6 p36,38 June 1987.

Asserts that Anheuser-Busch Employees' Credit Union (St. Louis, Missouri) sees itself as a market-oriented credit union rather than a function-oriented one. States that in order to reach these markets, the credit union publishes three periodicals.

Spencer, Daniel G. "Employee Voice and Employee Retention," *Academy of Management Journal*, v29 n3 p488-522 Sept 1986.

Presents a study investigating the relationship between the extent to which employees have the opportunity to voice dissatisfaction and voluntary turnover in 111 short-term, general-care hospitals. Results were, as expected, a high positive correlation between the two variables. Provides implications for theory and research as well as recommended management policies and practices based on his research.

Suters, Everett T. "Show and Tell," *Inc.*, v9 n4 p111-112 Apr 1987.

Writes that when employees are uninformed, they guess negatively and incorrectly what is going on; however, informed employees are committed and loyal. States that they are motivated because they feel that their role is important to the company; they know the company's situation and goals, as well as where they fit into the picture; provide more feedback to management; and take on more responsibility, in good times and in bad.

Thomas, Vicki. "Performance Anxiety: Review Time Makes Employees Squirm," *Communication World*, v3 n5 p30-32 May 1986.

Offers a humorous look at various aspects of employee performance reviews.

Walton, Richard E. and Susman, Gerald I. "People Policies for the New Machine," *Harvard Business Review*, v65 n2 p98-106 Mar-Apr 1987.

Contends that advanced manufacturing technology should be introduced along with changes in human resource policies because AMT increases the necessity for skilled workers and good labor relations.

Wayne, S. J.; & others. "Improving the Effectiveness of Quality Circles," *Personnel Administrator*, v31 n3 p79-88 Mar 1986.

Finds that strong cohesion and performance norms are the key. Cites characteristics of successful quality circle programs as high participation, number of suggestions, suggestions adopted, and member satisfaction. States that criteria are commitment from top management, identifying objectives, clear communication of objectives and methods, adequate preparation, reward and recognition.

Weinstein, Steve. "Unusual Benefits That Go beyond the Gold Watch," *Communication World*, v3 n2 p20-22,44 Feb 1986.

Searches for off-beat worker benefits offered at some innovative companies. Includes free lunches, garden plots, and corporate physical fitness programs, adoption aid, on-site master's degree programs, on-site haircuts, community service incentives, among others.

Wilson, James. "Employee Communication Might Never Be the Same," *Communication World*, v3 n1 p29-31 Jan 1986.

Discusses that communicators at DuPont, Digital Equipment Company, and Union Carbide are turning to electronic communication systems to get the word out fast and first directly from the company before the grapevine and outside sources.

Yoder, Patricia. "Management of Labour Disputes," *International Public Relations Review*, v10 n1 p20-24 Feb 1986.

Makes a case for the importance of management courting favorable public opinion in labor disputes, and describes ways it can be done.

Books

Bowin, R. B. *Human Resource Problem Solving*. Englewood Cliffs, NJ: Prentice Hall. 1986. 346pp.

Gives a guide for human resource managers whose tasks have been complicated by new federal legislation, civil-rights movements, and democracy in the workplace. Uses the case-method approach to illustrate his principles and recommendations.

Donaldson, Les; Scannel, E E. *Human Resource Development: the New Trainer's Guide*, 2nd ed. Reading, MA: Addison-Wesley. 1986. 192pp.

Addresses the expanding role and resources of persons charged with training personnel. Covers setting and implementing goals, writing proposals, communication, audio-visual presentations, planning and conducting meetings, and evaluating training programs.

Communications: General

Journals

Albert, Jack. "Going Global with Your News," *Communication World*, v2 n3 p33-34 Mar 1986.

Claims that one innovative technology available to PR practitioners is satellite transmission, which is revolutionizing the way governments and organizations communicate. Asserts that the most important current use of satellite transmission is videoconferencing, which allows people to communicate from afar. States that videoconferences have been employed in situations involving investor relations, product marketing and corporate meetings. Concludes that satellite broadcasting requires expert technical advice and can be expensive.

Baker, W. Randolph. "Sell Your Management on the Value of Communications," *Public Relations Quarterly* v31 n4 p29-31 Win 1986.

Argues that there is but one fundamental rule for selling your management on the value of communications: always stress the answer to the bottom-line question, What's in it for me?

Bertrand, Kate. "When Silence Isn't Golden," *Business Marketing*, v72 n2 p62-69 Feb 1987.

Asserts that despite the increase in corporate mergers and acquisitions, many companies do not communicate well with key audiences as the agreement unfolds, or even after it is complete. However, silence causes speculation, which results in the buyer's and seller's credibility suffering.

Denton, D. Keith. "Problem Solving by Keeping in Touch," *Business*, v36 n3 p40-42 Apr-Jun 1986.

Discusses ways of keeping communication flowing freely throughout the organization including an example of a communication program discussion report.

Detz, Joan. "Speechmakers: Learn Podium Math," *Communication World*, v4 n3 p26-27 Feb 1987.

Asserts that following some common-sense guidelines will prevent a speech from fading after the presenter has left the podium: First, work with a manuscript to help make every word count; second, prepare a catchy title for the speech; third, distribute copies of the speech to the audience, but only after the speech has been delivered; fourth, send copies of the speech to nearby colleges and universities; fifth, condense the speech into a magazine article for possible future publication; sixth, prepare news releases for newspapers and radio/television stations.

Fader, Shirley S. "If It's Worth Printing, It's Worth Paying For," *Communication World*, v3 n2 p26-27 Feb 1986.

Discusses the value of paying for good articles for corporate publications or for free, targeted distribution.

Gerardi, James. "Defusing Those Form Letter Time Bombs," *Communication World*, v4 n4 p26-28 Mar 1987.

Asserts that the impact, both good and bad, of the common form letter is often overlooked. Gives some tips on how communicators can monitor and improve this vital communication tool. The author also warns that each form letter is a potential bomb that can destroy an organization's image, wreck good will, undo months of sales effort, spark lawsuits, convey misinformation and reveal negative attitudes toward customers.

Gilsdorf, Jeanette. "Business Communication: The Public Relations Connection," *Bull Journal of Business Communication*, v23 n4 p35-52 Fall 1987.

Recommends that managers use the skills and talents of people trained in PR to communicate with and analyze the many components of the public.

Harris, Thomas E.; Bryant, Jennings. "The Corporate Communication Manager," *Journal of Business Communication*, v23 n3 p19-30 Sum 1986.

Reports the results of a survey of Fortune 500 companies regarding the position of communications manager. Profiles the responsibilities, typical salary, and usefulness of the position as perceived by respondents.

Hennefrund, William. "Fear of Feedback," *Association Management*, v38 n3 p80-83 Mar 1986.

Describes the basis for the fear and how to overcome it. He advises focusing on the facts and issues, and avoiding personalities. Points out the importance of language, avoiding you, and other threatening terms.

Hess, Richard. "Are We Misdirecting Our Priorities?" *Communication World*, v4 n5 p20-22 May 1987.

Asserts that face-to-face communication is better than written memos or published newsletters for getting facts to employees, but most of us are still preoccupied with print. Concludes that virtually every communication survey shows that employees overwhelmingly prefer their boss, manager, vice president or first-line supervisor as preferred source of company-related information.

Kato, Hidetoshi. "The Information Is There: But Is It Accessible?" *International Public Relations Review*, v10 n1 p4-7 Feb 1986.

Raises the question of equal access to information and quality versus quantity. Concludes that information is available and accessible relative to the context and human situation.

LeRoux, Paul. "The Winning Presentation," *Currents*, v13 n8 p38-43 Sept 1987.

Offers a prescription for effective presentations covering visual support, strategic seat arrangements and equipment control which includes the ingredients of a slide equipment survival kit.

Levy, Robert. "The Best Lines in Business," *Dun's Business Monthly*, v127 n2 p50-52 Feb 1986.

Embodies in a "bunch of new Bartletts" for business men and women some of the most profound and profane things ever said about commerce. Includes reusable quotes and promotes some books of quotations for businessmen such as James Charlton's *The Executive Quotation Book, The Wit and Wisdom of Wall Street*, and *The Official MBA Handbook of Great Business Quotations*.

Radsch, Robert W. "Business-to-Business Television," *Public Relations Journal*, v42 n11 p19-21 Nov 1986.

Asserts that in 1980, innovations in satellite technology encouraged the creation of business-to-business television. Claims that similar to the home entertainment market concept, BTB-TV has three advantages: a targeted audience, illustrative possibilities due to visual mechanisms, and the ability to reach shareholders without wasted dollars.

Rogers, Constance D.; Kruger, Myra L. "Do Your Good News/Bad News Messages Conflict?" *Communication World*, v3 n8 p29-30 Sept 1986.

Explains that coming back from a slump puts a company into a bind--glowing reports to financial analysts, but belt-tightening blues for employees. Shows how these two messages need not conflict if the writer works from the same information base to put the issues in perspective in targeting messages tailored to each audience.

Ruddick, M. E. "Declining Public Confidence: How to Defuse It," *Bank Marketing*, v18 n3 p16-22,56 Mar 1986.

Stresses that banks must increase their advertising and community efforts to put a favorable light on their public image. Explains that attempts at communications must include messages to certain key elements of the audiences available, according to demographics and lifestyle characteristics.

Sharpe, Melvin L. "What You Should Know About Communications Audits and Their Use," *International Public Relations Review*, v10 n3 p5-8 Aug 1986.

Describes the audit and what it should do as a way of evaluating the effectiveness of the organization in conveying its goals, mission and code of conduct to target publics.

Towns, Stuart. "How to Get Results From Meetings," *Communication World*, v3 n7 p20-22 Aug 1986.

Covers planning, scheduling, sites, seating, goal and theme.

Books

Abrams, K. S. *Communication at Work: Listening, Speaking, Writing and Reading*. Englewood Cliffs, NJ: Prentice Hall. 1986. 304pp.

Covers the basics of communication, starting with the process and preparation, collecting data, problem solving, word choice, and all forms of communication.

Anderson, P. M.; Rubin, L. G. *Marketing Communications*. Englewood Cliffs, NJ: Prentice Hall. 1986. 450pp.

Focuses on the manufacturers' and retailers' roles in marketing communication to consumers. Includes discussion of the total marketing mix of advertising, promotion, PR, display and personal selling.

Andrews, David; Kent, John. *The Hidden Manager: Communication Technology and Information Networks in Business Organizations*. London: Taylor Graham. 1986. 88pp.

Analyzes the way informal information moves through an organization and the influence of hierarchical management structures on the type and quality of formal information networks.

Berger, C. R.; Chaffee, S. H. *Handbook of Communication Science*. Newbury Park, CA: Sage. 1987 950 pp.

Presents a reference to understanding communication beginning with an overview, analysis and detailed description of communication in its various applications, modes and contexts.

Branscomb, A. W., ed. *Toward a Law of Global Communications Networks*. White Plains, NY: Longman. 1986. 370pp.

Includes a collection of essays on international information networks in both public and private sectors which represents the first effort to define the legal and policy issues that remain unresolved by the participants in the global information marketplace.

Comstock, George. *Public Communication and Behavior*. Orlando, FL: Academic Press. 1986. 500pp.

Explores all facets of communicative behavior within a public or social context. Emphasizes theoretical development guided by empirical fact; covers a broad range of disciplines, including journalism, political science, advertising, social psychology, education and sociology, and demonstrates their interdependence.

Devito, J. A. *The Communication Handbook: a Dictionary*. NY: Harper. 1986. 337pp.

Defines and describes terms used in communication. Discusses some terms in depth.

Goodall, H. L.; Waagen, C. L. *The Persuasive Presentation: a Practical Guide to Professional Communication in Organizations*. NY: Harper & Row. 1986. 187pp.

Covers the basics of oral presentations starting with an analysis of the organizational setting and concluding with focused presentations of technical reports to special-interest groups. Claims that the most important chapter is the one which names components of an effective presentation for critical or self-evaluation.

Hart, R. P. *Public Communication*, 2nd ed. Lanham, MD: University Press America. 1987. 362pp.

Examines all aspects of the art of human communication including the five common types of public speech experience, audience analysis, credibility strategies and techniques for persuasion.

Jowett, G. S.; O'Donnell, Victoria. *Propaganda and Persuasion*. Newbury Park, CA: Sage. 1986. 232pp.

Studies the art of propaganda and a related form of communication persuasion are examined. The authors, scholars in their respective fields of communication history and persuasion, combine these interests to present an overview of the history of propaganda, a review of the social-scientific research on its effects, and an examination of its application.

Kreps, Gary. *Organization Communication*. White Plains, NY: Longman. 1986. 339pp.

Gives a comprehensive description, analysis and application of current theory and research on organizational communication. The book integrates the role of internal and external communication in various organizations, and discusses the ethical implications of the process.

Larson, C. U. *Persuasion: Reception and Responsibility*, 4th ed. Belmont, CA: Wadsworth. 1986. 349pp.

Offers a theoretical perspective on the study of the subject and an expanded discussion of propaganda in a new chapter.

Roth, Robert. *International Marketing Communications*. Lincolnwood, IL: National Textbook Co. 1986. 368pp.

Explains how to communicate with multi-national audiences through advertising, international direct marketing, overseas trade shows, and more. Includes useful tips on how to select and buy media for foreign markets; how to dedicate a plant abroad; six rules for getting the best translation; among many others.

Stech, Ernest; Ratcliffe, S. A. *Effective Group Communication*. Lincolnwood, IL: National Textbook Co. 1986. 352pp.

Explains the skills of problem solving, parliamentary procedure, brainstorming, handling conflicts, and facilitating communication among group members. Realistic situations and dialogues demonstrate how groups work, how problems are resolved, and how each member influences the group thinking.

Thomas, Davis A.; Fryar, Maridell. *Skill Builders . . . for Job Success*. Lincolnwood, IL: National Textbook Co. 1986. 312pp.

Recognizes the importance of communication, both oral and written, in business today. These four books answer the questions of how and when to communicate most effectively. The concise handbooks on business speaking, business writing, interviewing, and problem solving may be bought as a set or singly.

----------. *Business Communication Today!* Lincolnwood, IL: National Textbook Co. 1986. 496pp.

Covers specific kinds of communication among people in business: interpersonal, listening, interviewing, telephoning, and group communication, as well as business writing and public speaking.

Timm, P. R. *Managerial Communication: a Finger on the Pulse*, 2nd ed. Englewood Cliffs, NJ: Prentice Hall. 1986. 390pp.

Covers managerial communication from a personal point of view including personal communication styles and preferred tools in Part One. Part Two covers the effect of the organizational setting on communication; Parts Three and Four, oral and written communication. Part Five deals with auditing, diagnosing and evaluating the effect of managerial communication.

Tobin, R. L. *Tobin's English Usage*, 1986-87 edition. Indianapolis, IN: R. J. Berg. 1986. 128pp.

Reveals the author's annual survey of editors of more than 200 top newspapers and magazines, a survey that is quickly becoming one of the leading barometers of language trends. Provides nearly 200 entries of information on current usage.

Ward, Jean; Hansen, K. A. *Search Strategies in Mass Communication*. White Plains, NY: Longman. 1987. 274 pp.

Discusses communicators as searchers of information and models of the search process.

Wilson, L.; and others. *Organizational Communication*. NY: Harper & Row. 1986. 310pp.

Covers communication as it relates to organizational behavior, creating and communicating organizational messages, the forms it takes, changes it undergoes, and the impact of communication on careers.

Wilkinson, C. W.; and others. *Communicating Through Writing and Speaking in Business*. Homewood, IL: Irwin. 1986. 500pp plus indexes.

Gives an overview and background for business communication, the automated office, and some basic skills in persuasion ads selling ideas and services.

Winett, R. A. *Information and Behavior: Systems of Influence*. Hillsdale, NJ: Lawrence Erlbaum Assoc. 1986. 280pp.

Analyzes each different information transfer from mass media to interpersonal contact within the framework of behavioral systems.

Wood, J. T. *Group Discussions: a Practical Guide to Participation and Leadership*, 2nd ed. NY: Harper & Row. 1986. 218pp.

Poses that collective action for problem solving must be systematic, where the emphasis should be in displaying mutual respect and encouraging creativity.

Communication Graphics and Technology

Journals

"An Update on Desktop Publishing Systems for Communicators," *Communication World*, v4 n11 p14-15 Nov 1987.

Asserts that in the past year, confusion has materialized over the great increase in desktop publishing software, hardware, and peripherals. Points out that some communicators have found that applying desktop publishing to their operations is not so simple as it appeared at first; it takes time to learn to use a system. Points out that researching and shopping for a system is too time-consuming to be cost-effective. Concludes that a system can be acquired in small increments to decrease the investment and allow time to learn the various components.

Arndt, Eric. "How to Use High-tech in Starting Your Business," *Communication World*, v4 n4 p32-34 Mar 1987.

Points out that small communications agencies can use technology, among other things, to search electronic databases and send electronic messages; however, technology should not be purchased without first establishing goals for the business.

Bassin, Sue. "Buyers Judge Marketing Brochures by Their Covers," *Marketing News*, v20 n11 p31-32 May 1986.

Recommends designing marketing literature carefully and perfecting the wording to attract and hold the attention of prospective clients. Considers some techniques for success: position one's company with a cost-effective format; select colors to create a positive first impression; choose typeface to support the desired image; pay careful attention to illustrations; and make effective use of a logo to assist positioning and recognition.

Benner, H. J. "Technology Update: Software Review," *Public Relations Journal*, v42 n5 p13-15 May 1986.

Discusses two new software programs which seem tailor-made for PR professionals. Timeslips, an expense and time-usage tracker, pops up on the computer screen with a simple keystroke and automatically keeps track of time and billing in the background while you work. PC Dossiers is a database that groups business contacts for later reference. Sample groups include editors, artists, congressmen, and environmentalists.

Berk, L. M. "Building Tomorrow's Labor Force," *Personnel Administrator*, v31 n11 p46-48 Nov 1986.

Argues that two distinct trends have developed in the U.S. society over the past several years. Reports that the first is the computerization of American business which has created a large demand for computer-literate office workers; and the second trend is the declining number of literate applicants at temporary services firms. States that young people are dropping out of school or are finishing school without gaining the basic skills they need for the workplace. Concludes that there is a need to help develop these youths into computer-literate workers.

Berney, Karen. "Graphics Come of Age," *Nation's Business*, v75 n6 p53-55 Jun 1987.

Points out that graphics software can assist business people in preparing presentations. Explains that easy-to-use software and low-cost hardware have made in-house production graphics materials more advantageous. States that computers can be used to create charts, graphs, slides, transparencies, and diagrams either in color or black-and-white.

Binder, Amy. "The Price Is Right," *Public Relations Journal*, v43 n4 p8 Apr 1987.

Contends that the business of photography has become more complex and, simultaneously, has leaped to a prominent position in the world of business communication. Author discusses how the fee structure has evolved as the photographer has become more of a visual communications consultant.

Bliwise, Robert J. "Making a Statement," *Currents*, v13 n3 p17-24 Mar 1987.

Asserts that written editorial policies are necessary for new periodicals and new editors to define the purpose and editorial range of their publications, and to keep editors on course.

Bohle, Robert H.; Garcia, Mario R. "Reader Response to Color Halftones and Spot Color in Newspaper Design," *Journalism Quarterly*, v64 n4 p731-739 Win 1987.

Produces evidence to show that color attracts and holds readers. Finds greater eye movement toward color objects. The authors conclude that cost of color is well worth the price.

Chwast, Seymour. "Illustrators' Showcase," *Communication World*, v3 n5 p27-29 May 1986.

Claims the author has pioneered new horizons in corporate and other forms of design. Article is illustrated with the author's posters and magazine cover art.

Clagett, Michael; Edwards, Sharon. "Computerize Your Firm," *Public Relations Journal*, v43 n9 p43-43,45 Sept 1987.

Discusses the benefits of computerizing the firm; suggests the method. Explains how to find a consultant, evaluate needs and choose a system: either personal computers or a multi-user system. Discusses the benefits and drawbacks of each system.

"Corporate Photography on Location: You Can't Wing It: Interview with Corporate Photographer Kim Frazier," *Communication World*, v3 n10 p23 Oct 1986.

Discusses how to make a photograph convey a corporate publication's message effectively.

"Desktop Equipment Suppliers Directory," *Communication World*, v4 n11 p34-38 Nov 1987.

Lists hardware, software and peripheral equipment, where to get it, and what it costs. Explains that the equipment is separated into different categories such as clip art, designers' tools, monitors, software graphics, draw, paint, text processing fonts/font editor, page makeup, text formatter and much more. In a short sidebar, predicts the future for desktop publishing.

Elliott, William R.; Rosenberg, William L. "Media Exposure and Beliefs about Science and Technology," *Communication Research*, v14 n2 p164-188 Apr 1987.

Points out that those concerned about public opinion are interested in the related question of what role the mass media play in providing people with scientific and technological information and influencing their attitudes. Presents a 1980 study that showed heavy viewers of television entertainment programs to be more negative toward science and technology than light viewers.

Fisher, Kimberley; and others. "Desktop Creativity," *Communication World*, v4 n11 p16-19 Nov 1987.

Asserts that with a veritable galaxy of new products and companies appearing on the scene, the biggest problem most new desktop publishers have is wading though mounds of literature and hype surrounding the latest products.

Forster, Mark. "Breaking the Technology Barrier," *Public Relations Journal*, v42 n7 p10-12 Jul 1986.

Asserts that computer, biotechnology, and other high technology firms are looking for better ways to communicate with the public and investors in order to gain financing and public approval. Concludes that in the biotechnology field, firms need to project an image of clean, safe production to the public; provide investors with complex, accurate information; and be ready to communicate effectively if there are technological disasters.

Goldstein, Joel. "Talk High Tech," *Public Relations Journal*, v43 n3 p29,31 Mar 1987.

Discusses techniques that the PR professional can use that will lead to a greater understanding of the technical world, to releases that are widely picked up, and to positive relationships with both engineers and high-tech trade editors.

Gordon, Gloria. "Walking on the Moon of Design Technology," *Communication World*, v4 n11 p23-26 Nov 1987.

Contends that the next wave of desktop publishing is here at the Connecticut design studio of Weisz & Yang. Explains that now, they can create on the screen full-color or black-and-white images using photographs or illustration, typography; they can add music, vocal or even animation; and they can enlarge, reduce, rescale and change color objects.

Gordon, Gloria; McGoon, Cliff. "How Should You Be Using Teleconferencing," *Communication World*, v4 n4 p16-20 Mar 1987.

Warns: don't let the new technology scare you off. There is literally something for everybody. Points out that costs are leveling off as applications increase. Presents how communicators are using the airwaves to create worldwide mini-networks instantaneously.

Green, Suzanne R. "The Wizardry of Computer Connections," *Currents*, v12 n8 p14-22 Sept 1986.

Presents a checklist of 10 ways to use computers in a college or university PR office, including: storing information, streamlining tasks, distributing news, handling hometown releases, maintaining mailing lists, communicating, producing publications, coordinating calendars, getting organized, and troubleshooting.

Hermann, Jim. "Teaching to Build New Clientele," *Outlook*, v104 n1 p42-43 Spr 1986.

Claims that public speaking engagements on taxes are great opportunities to sell one's own accounting firm to potential clients. Asserts that teaching the subject is another way to make oneself known to the community and to gain new business for one's own practice. Explains that another strategy is to give seminars on various subjects concerning the financial needs of individuals. Targets seminars to individuals and groups.

Hubben, Herbert. "The Compleat Manager: Say Cheese," *Across the Board*, v23 n3 p10 Mar 1986.

Asserts that those in business who achieve recognition seldom think about the impact of those faded, years-old pictures of themselves that are frequently run with their stories. Asks why photos are so seemingly unimportant to the important and the celebrated? Concludes that most executives never have formal portraits prepared, and those who do often find the pictures lifeless or conveying messages they dislike. Suggests that perhaps annual report photographers are the worst offenders.

Jackson, Nancy. "How to Buy Printing: A Guide to Selecting the Right Printing Service," *Public Relations Journal*, v42 n10 p35-37 Oct 1986.

Asserts that when selecting a printing company to produce business documents and materials, managers should ask printers to provide samples of their work. Suggests that the printers' samples should be judged according to precision of registry work, color purity and evenness, photographic reproduction quality, alignment from page to page, and overall presentation.

MacGibbon, John. "Desktop Publishing: A Threat to Communication Standards," *Communication World*, v4 n11 p20-32 Nov 1987.

Asserts that many nonprofessionals tend to overuse type features, fonts, and special effects. Claims that desktop publishing provides communication power and independence to individuals and departments. Gives guidelines: (1) Establish the desktop publishing target audience and guidelines; (2) periodically distribute aids and tips; (3) offer production and sub-editing advice; (4) conduct seminars; and (5) include desktop publishing as training.

Makower, Joel. "Do It Yourself Publishing," *Association Management*, v38 n11 p63-72 Nov 1986.

Points out that this is one of many articles published this year about desk-top publishing, but it is one of the best written from a novice's viewpoint.

"Marks of Distinction: Four Profiles in Graphic Identity," *Currents*, v13 n7 p14-17 Jul-Aug 1987.

Identifies four universities that communicate their personalities through their graphic design.

Marken, G. A. "Marketing in Unsettled Times Needs Resource Management," *Marketing News*, v21 n25 p22 Dec 4 1987.

Shows how the computer industry has responded to a fluctuating economy by combining PR with advertising support.

McGowan, A. J.; Curran, Josephine. "How to Create Desktop Publications," *Public Relations Journal*, v42 n3 p35-36 Mar 1986.

Suggests that desktop publishing (creating typeset documents with a personal computer and a laser printer) could be a boon for PR executives. States that the basic choices are between systems based upon Apple's

Macintosh or IBM's PC computers, which run between $2,000 and $3,000 each. The desktop publisher also needs a laser printer which can cost upwards of $5,000. Still, desktop publishing can save businesses thousands of dollars and put control of media in the hands of its producers.

McPhail, Thomas L. "The Impact of the Computer Age on the Public Relations Profession," *International Public Relations Review*, v1 n1 p13-15 Spr 1987.

Reports on how Canadian PR practitioners are adjusting to an age in which the service sector and information industries dominate, and are driven by technology.

Overholt, Trip. "How to Manage Your Time Electronically," *Public Relations Quarterly*, v31 n4 p17-21 Win 1986-87.

Asserts that to keep up with their busy schedules, more PR practitioners have started to rely on personal computers to book appointments. The author suggests that if you already own a personal computer, you are not getting the most out of it unless you invest 30 minutes automating your calendar. Points out ways to set up a calendar program that functions without extensive programming or delays.

Peter, John. "The Truth about Concept Covers," *Folio*, v15 n5 p125-126 May 1986.

Discusses the latest editorial statement in concept covers, an idea presented in visual form. It relies on identifying contemporary, obvious symbols. Studies show instant recognition and long-term retention for effective concept covers. Illustrates his thesis with examples: a couple in a barrel of money to illustrate affluent consumers.

Petura, Barbara B. "Homeward Bound," *Currents*, v12 n8 p24-28 Sept 1986.

Asserts that until computers revolutionized the process of preparing hometown news releases, they were the most tedious job of the college news services. Word processors merge data on individual students with a basic "shell" story. The computer can generate better, more personalized stories, process standard stories more efficiently, and distribute releases effectively.

Powills, Suzanne. "Software Aids Marketing Efforts," *Hospitals*, v61 n8 p86 Aug 1987.

Asserts that computers, with the right software and database, can be a valuable marketing tool. Indicates that many hospitals are using computers, mostly to analyze the physician market. States that two programs useful for this purpose are Travenol Management Services' Market Model and the Market Planner from the Sachs Group, Ltd. Points out that software is being expanded to analyze outpatient data and to forecast demands. Describes other software assists with advertising, mapping, and decision making, and a number of available software packages.

Rivelli, Bill; Binder, Amy. "Massaging the Medium," *Public Relations Journal*, v44 n17 p4-5 Jul 1986.

States that although the advertising world has long understood the power of effective photography, the PR field has generally remained confined to the spoken or written word. When photography is used in PR, a photograph is usually requested after the copy is written. The author recommends that photographers be brought into the process from the beginning to enable them to use their medium effectively. Concludes that good photography can be one of the most compelling tools in PR.

Rosen, Sheri. "Computer Sense: Consider Computer Software as a PR or Advertising Medicine," *Communication World*, v3 n1 p38 Jan 1986.

Proposes company-sponsored software as one way to get a company noticed in the classroom or by the community. Many successful software programs sponsored by companies have been useful in classroom situations. Shows that these sponsorships gain the sponsor the equivalent of advertising and PR benefits.

Rytter, Robert J. "Of Logos and Letterheads," *Currents*, v13 n7 p18-22 Jul-Aug 1987.

Shows how graphics have successfully conveyed the images and personalities of several universities.

Tarter, Jeffrey. "Do-It-Yourself Publishing," *Inc*, v8 n6 p137-38 Jun 1986.

Shows how, for an investment of about $10,000, you can buy everything you will need to produce your own small publication up to the press run. All it takes is a personal computer, a laser printer, and the appropriate software. Presents the case history of a Chicago software firm that paid for its equipment by producing one technical manual which would have cost $50 a page for typesetting alone, plus another $50 for graphics.

Traub, Doug C. "Getting Online—and Out of the Dust (Automation within Public Relations Firms)," *Public Relations Journal*, v42 n5 p7-9 May 1986.

Claims that a PR operation without a computer is in the dust today. States that if the computer is unable to take advantage of information and communication resources available on-line, then it is still not in step with today's technology. The author writes how, for $450 or less, a computer can be set up to communicate with other computers and hundreds of information services all over the world.

Vitale, Thomas. "Let's Get Acquainted," *Currents*, v13 n5 p14-17 May 1987.

States that the editors asked publications consultants to choose the best college recruitment brochures, and these are described in this article.

Wagner, Cynthia G. "Future Focus," *Futurist*, v20 n6 p29-32 Nov-Dec 1986.

Highlights the World Future Society conference that considered preparing for technology and emergency management, conflict resolution, global debt and third world development, business issues and trends, education, health and world peace. An important article for issues management specialists.

Wallia, C. J. "What's New in Desk-top Publishing," *Communication World*, v3 n1 p32-33 Jan 1986.

Updates how companies can produce their own publications without the cost and delays of outside printers.

Winkleman, Michael. "Balancing Acts," *Public Relations Journal*, v42 n7 p18-23 Jul 1986.

States that good communication between the client and the designer is required to obtain effective graphic design for annual reports. Poses that a company must provide clear statements about its goals, and designers need to learn as much as they can about the company in order to relate the graphic design to the company.

----------. "Draw Me a Picture: Graphic Design for Annual Reports," *Public Relations Journal*, v42 n10 p17-20 Oct 1986.

Asserts that in recent years, the emphasis of corporate annual reports has shifted from company strategy to company identity and management. States that this trend toward increasingly intangible subjects has in turn had an impact on the design of company reports; illustration, as opposed to photography, is being used with greater frequency.

Books

Baird, R. N.; Turnbull, A. T. *The Graphics of Communication*, 5th ed. Lavallette, NJ: Holt, Rinehart & Winston. 1986. 416pp.

Focuses on successful combining of communication and creativity to achieve an effective presentation of the printed message. The text covers the basic principles of design and production of all print media, including advertisements, brochures, magazines, newspapers and books.

Cook, W. J. *The Joy of Computer Communication*. NY: Dell. 1986. 192pp.

Details how computer users can connect their system to the phone, and thus the rest of the world. Shows how to access dozens of databases; provides an up-to-date listing of the services and bulletin boards available. For novice and experienced user alike.

Data Base Directory. White Plains, NY: Knowledge Industry Publishers. 1986. 769 pp.

Comprises an alphabetical listing of approximately 2,400 entries reflecting 2,400 databases and their contents. Provides information for each database within each entry of the directory: subject coverage; name(s), address and telephone numbers of the producer; corresponding print products; time coverage; file size; update frequency; languages covered; publication types included; and the source of the original data.

Dorn, Raymond. *How to Design and Improve Magazine Layouts*, 2nd ed. Chicago: Nelson-Hall. 1986. 218pp.

Gives a comprehensive and profusely illustrated guide.

Ferguson, Marjorie, ed. *New Communication Technologies and the Public Interest*. Newbury Park, CA: Sage. 1986. 202pp.

Explores some of the theoretical research and policy issues arising from the current transformations brought about by new communication and information technologies. The editor and contributors challenge many of the

popular myths and futurologists' scenarios about the positive as well as the negative effects of these new technologies.

Foote, Cameron S. *The Fourth Medium: How to Use Promotional Literature to Increase Sales and Profits*. Homewood, IL: Dow Jones-Irwin. 1986. 221pp.

Claims that half of most million-dollar advertising budgets are devoted to producing sales and promotional literature with much less thought to effectiveness of the advertising dollars than that given to advertising itself. Attempts to remedy the situation with this thin volume which opens with a defense of the potential of sales and promotional literature.

Webster, Frank; Robins, K. *Information Technology: A Luddite Analysis*. Norwood, NJ: Ablex. 1986. 396 pp.

Gives a systematic examination of the social meaning of information technology. Drawing on sociological, economic and political theory, this work analyzes the significance of information technologies and the nature of contemporary society.

Weinstein, S. B. *Getting the Picture: a Guide to CATV and the New Electronic Media*. NY: Institute of Electrical & Electronic Engineers. 1986. 258pp.

Gives a comprehensive guide to CATV including history, technology, programming, regulations and competitive stance of the cable distribution system. With 38 million people, covering 44% of all U.S. TV-viewing homes connected to 6,000 operating cable TV systems in 1985, the author insists this is only the beginning.

Williams, Frederick. *Technology and Communication Behavior*. Belmont, CA: Wadsworth. 1986. 272pp.

Pulls together all the new technologies. The author and contributors cover satellite and optical transmissions; all forms of TV transmission; videotex; and computers; new office technologies and their impact on internal communication; and a final section on new perspectives. Here, the author suggests conceptual links between new media theories and general social science and communication research and theory.

Community Relations

Journals

"Bank of Boston Conducts Child Fingerprint Project," *Marketing News*, v10 n7 p12 Mar 1986.

Reports that the Bank of Boston, wanting to demonstrate its commitment to community relations, sponsored a child fingerprinting project; 60,000 Kid Print Identification Folios were distributed in July 1985 at 128 sites in Massachusetts. States that the response was very high, and Bank of Boston plans on sponsoring other summer safety programs.

Burke, Lee; and others. "Corporate Community Involvement in the San Francisco Bay Area," *California Management Review*, v28 n3 p122-141 Spr 1986.

Summarizes a study of corporate community involvement in the San Francisco Bay area conducted under the auspices of the Program in Business and Social Policy at the University of California, Berkeley. The study entails research at 67 of the largest companies and subsidiaries based in the Bay Area interviews with both managers responsible for community activities and CEOs.

Cosco, Joseph. "Miami Advice," *Public Relations Journal*, v42 n5 p16-22 May 1986.

Reports how Miami hit its nadir in 1981 with the publication of a scathing *Time* magazine expose on crime, riots and strife in the city. Reports that since then, Miami PR organizations have put the town's image back together again, with a big boost from the popular television show "Miami Vice." States that a decision to pool promotional activities in the region also proved a major step in promoting the city.

Hemming, Kenneth. "Profiles: Helping Your Community and Helping Your Business," *Outlook*, v104 n1 p38-39 Spr 1986.

Asserts that the greater the firm's exposure to potential clients, the more profitable it will be. PR requires human expertise over the usual technical one in order to attract new business. Concludes that a good PR campaign not only benefits a firm but it also raises the level of professional prestige.

Consumerism

Journals

Alderden, J. M. "A High Touch Path Back to the Future," *Banking Marketing*, v10 n9 p74-76 Sept 1986.

Asserts that the goal of financial service marketers is to create strategies founded on human qualities that customers value. Attention to seven areas will assist bank marketers in developing strategies: view customers as needing a caring institution, stress quality (not profits), use time invested in customer retention for cross selling, focus on technology that assists in developing a customer base (rather than purging marginal accounts), maximize research, pay attention to share-of-mind positioning, and utilize human resources as completely as possible.

Amend, Patricia C.; Posner, Bruce G. "Giving Credit and Getting Points," *Inc.*, v9 n4 p104 Apr 1987.

Reports that Crescent Metal Products Inc. gives plaques to customers who contribute new production ideas. States that they publicize the idea in trade publications and company newsletter. Reveals that this program encourages input from customers and promotes goodwill and customer loyalty.

----------. "Know Thy Customer," *Inc.*, v9 n4 p103 Apr 1987.

Reports that Marjory Williams opened a professional women's clothing store in 1979. Points out that the next year, she began surveying customers to determine who was attracted to her stores. States that the confidential questionnaire asked about customers' jobs, families, and fashion preferences. Reports that the survey has helped Williams identify her market, keep informed about customers' changing tastes and needs, and build customer loyalty.

Bacas, Harry. "Making It Right for the Customer," *Nation's Business*, v75 n11 p49-51 Nov 1987.

Asserts that customer service is the new focus of many companies. Reports that emphasis is on maintaining current customers, rather than gaining new ones. Finds that two developments are responsible for this trend: (1) a growing awareness of the importance of personal service in the emerging service economy, and (2) increasing competition for market share, along with higher costs of advertising and promotion.

Carlzon, Jan. "We Fly People, Not Planes," *Across the Board*, v24 n6 p17-23 Jun 1987.

Discusses the U.S. airline industry after deregulation. Claims that American Airlines, a consumer-driven company headed by CEO Bob Crandall, was the first to assess the needs of consumers and the business climate, then develop company goals and strategies in accordance with its findings.

Hamilton, Seymour. "Reaching Audiences' Imagination through Emotional Appeals," *International Public Relations Review*, v1 n1 p17-24 Spr 1987.

Offers a model for analyzing the impact of emotional appeals on PR campaigns. Uses such examples as Ronald McDonald promoting hamburgers and Reagan selling Star Wars.

Hawken, Paul. "The Employee as Customer," *Inc.*, v9 n12 p21-22 Nov 1987.

Suggests that people should not be managed or controlled; rather, employees must be independent and spontaneous. Concludes that companies should provide support and service to employees and know their needs and wants.

----------. "Truth or Consequences," *Inc.*, v9 n9 p48-52 Aug 1987.

Suggests that the key to business success is being truthful with customers. States that new companies should begin with a quality product and an honest, subtle approach. Suggests patience in developing a conversation with potential customers.

Kallen, Barbara. "The Late Show," *Forbes*, v139 n12 p166-168 Jun 1 1987.

Discusses consumer outrage at airlines. Lists the reasons for commonplace flight delays. Cites causes such as airline deregulation, labor disputes, mergers, many travelers lured by bargain rates creating a rush, aging runways and equipment, and a new brigade of air traffic controllers.

Kotkin, Joel. "Selling to the New America," *Inc.*, v9 n8 p44-52 Jul 1987.

Asserts that the new immigrant represents the fastest growing segment of the domestic market. Reveals that Blacks, Asians, and Hispanics will someday outnumber Whites. Claims businesses must not ignore these new con-

sumers or perceive them to be insignificant; rather, businesses should seize the opportunity to appeal to these untapped, growing markets.

Krentler, Kathleen; Cosenza, Robert. "Redress Response and its Effects on Company Impression," *Public Relations Review*, v13 n3 p33-45 Fall 1987.

Indicates that aspects of response, such as interest in solving the problem and specificity, affect effectiveness, judgments, and impact on the recipient's overall impression of the company.

Meyers, Kenneth; Pawlas, George. "Be an Old News Pro When You Put Out That Newsletter," *Executive Educator*, v9 n2 p25-26 Feb 1987.

Claims that when done properly, a school newsletter can be a valuable PR tool. To keep newsletters informative and effective, principals should allow sufficient time, personnel, and funding. Tips are offered as to tone, writing style, readability, format, and involvement of parents and local businesses.

Powills, Suzanne. "Diversity, Key to Targeting Women's Market," *Hospitals*, v61 p38-41 Feb 1987.

Reports that a nationwide survey of 1,000 consumers has determined four basic areas of the women's market. Reveals that women ages 18-34 are most likely to be consumers of health care services and choose hospitals by physician recommendation; women ages 35-44 are most loyal to their preferred hospital and are most receptive to advertising, specifically by radio; women ages 45-54 are more dedicated to their physicians and are most critical of hospital advertising; and women over age 55 are more dedicated to and rely more on their physicians.

Rinaldi-Sandler, Ellen; O'Brien, Laurence J. "Positioning Tactics," *Managers Magazine*, v61 n9 p26-27 Sept 1986.

Claims that the image that an insurance agency and its employees projects affects sales and referrals. Positioning tactics for helping agents shape and project a desirable image include assessment of the agent's identity (business cards and brochures), creating a business name and title, regular monthly or quarterly mailings to clients, writing short articles on investment and financial topics, public speaking on the same topics, and conducting seminars with clients on topics of interest to them.

Weisman, J. R. "Service Ideas You Can Steal," *Bank Marketing*, v18 n9 p14-18 Sept 1986.

Asserts that differentiation and superior customer service are the keys to modern banking success, and these PR achievements can be accomplished in part by borrowing marketing ideas from such other service providers as hotels, retail stores and restaurants. Examples demonstrate applications.

Books

Engel, J. R.; and others. *Consumer Behavior*, 5th ed. Chicago: Dryden Press. 1986. 633pp.

Explores and evaluates a growing body of published and unpublished research.

O'Shaughnessy, John. *Why People Buy*. NY: Oxford Press 1987. 195pp.

Offers some insights into how and why consumers develop emotional ties to certain products and brands. He explores consumer attitudes, buying habits, and how to identify latent and passive desires.

Crisis Management

Journals

Akerkar, Anand. "Crisis Management," *International Public Relations Review*, v10 n1 p9-10 Feb 1986.

Discusses different kinds of crises brought about through imbalances in the elements, ecology, and unforeseen happenings in science, technology, business and industry; crises of confidence, conscience, morals, and identity. Recommends various methods of proactive programs.

Bernstein, Jack. "Federal Judge Hails Global PR Effort," *Advertising Age*, v57 n2 p35 Jan 12 1986.

Reports that in 1985, A.H. Robbins Co. filed for Chapter 11 bankruptcy protection as a result of the escalating liability costs stemming from claims filed by users of the Dalkon Shield intrauterine device (IUD). States that U.S. district Judge Robert Merhige, Jr., declared April 3, 1986, the deadline for claims made on the company and ordered worldwide disclosure of that date and execution of a notification program by January 31, 1986. Explains that Burson-Marsteller designed the notification campaign with a court-authorized budget of $5 million, $1 million of which was allocated to an overseas PR effort.

Boschee, J. Arthur. "Control Data's Crisis Control Team," *Management Review*, v76 n7 p14-15 Jul 1987.

States that a communications breakdown among executives at Control Data Corporation led to the development and distribution of the Exposure Report in 1983. Created by the company's PR department, the weekly memo provides: (1) a snapshot of the corporation's current exposures, (2) identification of issues or corporate actions that might lead to significant public attention, and (3) and outline of actions being taken to manage the impact of exposures.

----------. "Simple Report Plugs PR into Management Mainstream," *Communication World*, v4 n3 p40 Feb 1987.

Contends that most firms have various crises looming, but managers may not be aware of the degree of exposure. Reports that in response to this problem, Control Data Corporation introduced a confidential weekly exposure report that is sent to the 19 members of its management committee. The vehicle: (1) outlines current exposures, (2) identifies those that could lead to significant public attention, and (3) details actions being taken to manage the projected impact.

Buzzelli, D. T. "Crisis Communications," *International Public Relations Review*, v10 n1 p14-15 Feb 1986.

Names eight assumptions that help preparation: it will be unexpected, have national or international political consequences, get media attention, communication will be inadequate, language barriers will be present, and it will happen at night.

Carr, Harold. "Communicating During a 'Crisis,'" *Vital Speeches*, v53 n8 p248-250 Feb 1 1987.

Contends that communications during a crisis should be similar to communications during routine times. Asserts that although there are situations that require more intensive handling, a crisis should not bring some extraordinary set of communications techniques into play if the PR organization is experienced, is doing its job properly, and has the confidence of the company's management.

Carter, Lindy Keane. "Communicating in a Crisis," *Currents*, v13 n10 p14-20 Nov-Dec 1987.

Discusses ways in which PR professionals deal with negative publicity, including: keeping cool, take charge of the story, designate credible sources, hide nothing, react carefully to errors, watch for reporting trends, take advantage of the attention, and communicate with constituents. The best measures are seen as preventive.

Clark, J. Kenneth. "Anticipating Chain Reactions," *Public Relations Journal*, v42 n8 p6-7 Aug 1986.

States that the Chernobyl nuclear catastrophe in the Soviet Union has forced many PR experts to re-examine their emergency planning and crisis communication strategies. The author asserts that PR officials should realize that in any crisis or potential disaster, the news media will always overreact at first, available information will often be sketchy or incorrect, and the location and timing of an emergency will always be inconvenient. Concludes that it is therefore imperative that PR departments have current and tested crisis communication plans.

Cline, Alan. "Drugs in the Workplace: An Emerging PR Issue," *Communication World*, v4 n5 p26-27 Apr 1987.

Asserts that employers and employees are facing a tough communication problem in putting together, presenting and gaining acceptance for drug testing programs. States that nearly one-third of the Fortune 500 companies currently screen job applicants or employees for drug abuse. Several top company spokespeople share their experiences in formulating a reasonable solution to the drug test dilemma.

Cline, Carolyn G.; Cline, Michael D. "The Gerber Baby Cries Foul!" *Business and Society Review*, n60 p14-19 Win 1987.

Discusses that when a woman found a chip of ceramic in some Gerber baby food and reported it to the firm, it was considered a routine consumer complaint, but over the following weeks, the situation escalated into a crisis as executives fought a barrage of complaints and consumer pressure for a product recall. Asserts that the situation need never have grown to such nightmare proportions. Contends that a scare of only moderate news value was turned into a nightmare because of unfortunate timing and Gerber's tight-lipped, aggressive, noncooperative response.

Cosgrove, Howard. "Bad Press Communicating in a Crisis," *Credit Union Magazine*, v53 n8 p68-71 Aug 1987.

Reports that TWA Credit Union's president Don Chapin experienced the effects of a negative story when an article in the Kansas City *Business Journal* cited a report from IDC Financial Publishing Inc. giving the credit union a below average score based on the firm's statistical analysis of National Credit Union Administration data.

Croft, Nancy L. "Keeping Your Business Afloat," *Nation's Business*, v75 n2 p16-23 Feb 1987.

Discusses methods to anticipate and avoid bankruptcy and associated problems. Suggestions include developing a strategic plan, keeping abreast of changes in the market place, being aware of stress points at which changes in policies are required, and not assuming that "busy" implies success.

"Financial Services PR: Booming New Area," *Communication World*, v4 n9 p31-33 Sept 1987.

Describes a growing sophistication about money and deregulation that has given birth to a new PR specialty in financial services. Much of it concerns crisis communication in view of the problems that financial services institutions are experiencing.

Fink, Steven. "Planning for a Crisis," *Nations Business*, v74 n4 p49-52 Apr 1986.

Shows how a potential disaster can become an opportunity to improve a firm's image, excerpted from *Crisis Management: Planning for the Inevitable*, published by AMACOM.

Foley, Charles F. "Dealing with Crises: One Principal's Experience," *NASSP Bulletin*, v70 n494 p46-51 Dec 1986.

Recounts the 1985-86 school year's four crises: the visits of teacher-astronaut Christa McAuliffe and Secretary of Education William Bennett, the shooting of a former student, and the Challenger space shuttle explosion. The greatest challenge was resuming the normal schedule and fielding media pressures.

Gorney, Carole. "How to Plan for Mass Layoffs," *Public Relations Journal*, v42 n6 p36-37 Jun 1986.

Asserts that plant closings and the resultant employee layoffs due to reasons that are not confined to business failures or economic conditions have changed the relationship between companies and the public. States that plant-closing legislation has been proposed in 38 states. Unless companies deal with layoffs in a responsible manner, the author predicts that the public will encourage more government intervention.

Hoyt, Leeza. "Crisis Public Relations," *Journal of Property Management*, v52 n2 p25-26 Mar-Apr 1987.

States that an important factor in handling an emergency is dealing with the barrage of media personnel covering the event. Suggests that a written media relations plan for major crises should include: (1) designation of a single spokesperson to handle all media inquiries, (2) development in advance of information pieces such as local contacts sheets, facility information, and emergency news releases and statement forms, and (3) designation of a press room.

"It Still Pays to Polish Your Image," *Bottomline*, v4 n5 p71-75 May 1987.

Recommends ways that financial services institutions can polish their images in the face of crises by conducting image audits and acting on their findings.

Jacobs, Mark. "Closing the Generation Gap," *Public Relations Journal*, v43 n5 p18-23 May 1987.

Reports on lessons from the Three-Mile Island nuclear disaster.

Leavy, Dennis P. "Crisis Communications: A Planning Checklist," *Credit*, v12 n2 p13 May-Apr 1986.

Provides a six-step plan for keeping all publics informed.

Lehrman, Celia K. "When Fact and Fantasy Collide: Crisis Management in the Travel Industry," *Public Relations Journal*, v42 n4 p24-28 Apr 1986.

Contends that 1985 was a year that saw a lot of crises in the travel industry. Explains that a record number of airplane crashes, terrorist activities, and natural disasters occurred, while international tourism was enjoying a record breaking year. States that PR practitioners are responsible for putting them in perspective. The author recommends employing crisis communicators who are specialists at calming the public and redirecting it toward profitable activities.

Levine, Michael; Clause, Julia. "Developing a Crisis Management Strategy: Prepare for the Worst," *Banker's Magazine*, v169 n1 p35-39 Jan-Feb 1986.

Describes a crisis management plan that identifies potential trouble spots, creates a task force to assess the company's vulnerability, and develops a written crisis communication plan.

Littlejohn, Robert F. "Managing the Unthinkable," *Security Management*, v31 n4 p73-78 Apr 1987.

Contends that corporate survival today depends upon thinking the unthinkable when it comes to product sabotage. States that to deal with this critical issue, it is necessary to examine: (1) what the organization should do to prepare for any possible sabotage, (2) what the most effective way is to manage the situation, and (3) how the organization will recover from such an incident.

Lukaszewski, James. "Transborder Disaster Situations," *International Public Relations Review*, v11 n2 p12-15 Aut 1987.

Presents two parts in this issue. The first analyzes typical disaster responses by corporations' recommended procedures. The second part, in the winter issue, discusses differences between government and business responsibility in crisis situations.

----------. "Corporate Private Sector Communications Responsibility: Transborder Disaster Situations," *Vital Speeches*, v53 n10 p305-310 Mar 1 1987.

Describes managing crisis as a pragmatic process that involves response, notification of all relevant parties, internalizing procedures for dealing with it, and addressing related external conditions.

Luke, Timothy W. "Chernobyl: The Packaging of Transnational Ecological Disaster," *Critical Studies in Mass Communication*, v4 n4 p351-75 Dec 1987

Examines the image production and management of the Chernobyl nuclear disaster in the Eastern and Western blocs during and immediately after the reactor accident in April 1986.

McCue, Lisa. "Averting PR Disasters: Managers Have Contingency Plans," *Bottomline*, v3 n7 p15-20 Jul 1986.

Contends that in today's business environment it is not enough to avoid problems within one's own company. States that other crises, both natural and human-made, shake public confidence in the system at large.

Miller, Kay; Baxter, Michael J. "Keeping Your Cool: How to Stay in Control under the Hot Lights," *Currents*, v13 n10 p22-25 Nov-Dec 1987.

Describes the case of the professor who sued the University of Georgia's Board of Regents for firing her for exposing alleged preferential treatment of athletes at the university.

Mitchell, Michael W. "Crisis Management: Handling Public Relations in a Disaster," *Professional Safety*, v32 n1 p28-31 Jan 1987.

Asserts that firms need to have an organized, preplanned program of action for disaster situations. Contends that the program should provide for the prompt notification of emergency personnel in order to reduce the extent of loss.

Murphy, Priscilla. "Using Games as Models for Crisis Communications," *Public Relations Review*, v13 n4 p19-28 Win 1987.

Proposes a theory for planning crisis communication based on simulation for testing assumptions, establishing norms and analyzing outcomes.

Pick, Grant. "Gerber's Baby under Stress," *Across the Board*, v23 n7,8 p9-13 Jul-Aug 1986.

Discusses the company's tampering scare and how Gerber handled it by joining the FDA effort. States that Gerber learned from Tylenol two lessons: stonewalling does not work, and consumers want assurances from the CEO and not from spokespersons.

Ramee, John. "Managing in a Crisis," *Management Solutions*, v32 n2 p25-29 Feb 1987.

Asserts that management's reaction in the very first moments of an apparent crisis is crucial for gaining control. Claims that two issues must be resolved immediately: (1) whether there really is a crisis, and (2) what the probable impact is.

Reidenbach, R. Eric; Sherrell, Dan L. *Business*, v36 n1 p3-10 Feb-Mar 1986.

Asserts that negative publicity in corporate settings often involves product failures, product tampering, product design or ingredient problems, and crisis situations resulting in personal injury and death. Stresses that because such publicity is unavoidable in crisis situations, companies need to devise response programs. States that crisis response may take one of four forms: (1) reacting instinctively, (2) stonewalling, (3) complying with public pressure or (4) seizing the initiative; of these, the fourth alternative is often best.

Reinhardt, Claudia; and others. "How to Handle a Crisis/Anatomy of a Crisis Response/10 Steps to Complete Crisis Planning," *Public Relations Journal*, v43 n11 p43-47 Nov 1987.

Discusses the number of potential crises that can strike an organization. Explains that several highly publicized crises have made them more top-of-mind than ever. Concludes that a result in part is that crisis management has matured as a PR function and grown as a specialty area.

Sample, J. O. "Dealing with Crisis," *Association Management*, v39 n4 p64-68 Apr 1986.

Gives a round-table discussion of the liability insurance crisis. Shows that one solution is to study the financial pictures of several insurers from their own annual reports and use this knowledge as a bargaining tool.

Schwartz, Victor E. "Product Liability: A Crisis Well within Us," *Across the Board*, v24 n10 p14-22 Oct 1987.

Reports that the number of companies spending $500,000 or more on product liability insurance has doubled in five years. Cites that two-thirds of companies surveyed have been sued; and almost a quarter of surveyed firms has discontinued or recalled products or services rather than face suits.

Shalowitz, Deborah. "Preparation Needed to Handle Catastrophes," *Business Insurance*, v21 n15 p30 Apr 13 1987.

Reports that at the 35th annual Risk & Insurance Management Society conference, members of a panel discussing crisis communications agreed that one of the most important things a company can do during a crisis is have one person handle all communications.

Stuart, Victoria. "Learning the Legalities," *Currents*, v13 n10 p26-29 Nov-Dec 1987.

Claims that certain types of crises cry out for legal counsel. Becoming familiar with the basics of media law is suggested for PR offices. Three types of crises that call for legal advice include: litigation or potential litigation, a violation of a law or regulation, or incidents with any hint of liability.

Traverse-Healy, Tim. "Bantry Bay: A Case History in Crisis Management," *International Public Relations Review*, v10 n1 p11-13 Feb 1986.

Gives a case history of how Gulf built in the public interest and environmental concerns when building oil tanks in a deep-water port off the coast of Ireland to transfer their oil from large tankers to smaller vessels.

Wilson, Steve; Patterson, Bill. "When the News Hits the Fan," *Business Marketing*, v72 n11 p92-94 Nov 1987.

Emphasizes the importance of testing a crisis communication plan before the crisis. He names the components of a good crisis plan.

Book

Pinsdorf, M. K. *Communicating When Your Company is under Siege: Surviving Public Crisis*. Lexington, MA: Lexington Books. 1987. 171pp.

Addresses shortcomings of much of current PR practice and asserts that more of the problems could be solved if there were a better understanding of public and media needs. Chides communications people for not preparing other members of management to understand and cope with the press.

Regester, Michael. *Crisis Management*. Hutchinson Business. 1987. 160 pp.

Presents a comprehensive guide to managers on how to prepare for, and respond to, a crisis.

Education

Journals

Anderson, James W. "By the Books," *Public Relations Journal*, v42 n4 p16-19 Apr 1986.

Reports on a survey conducted by the Commission on Undergraduate Public Relations Education indicates that PR professors and practitioners agree on what constitutes a proper college curriculum. Ranks facility with the English language as highest among the skills that a PR graduate should have. Ranks marketing and management courses as compulsory coursework.

Baxter, Bill L. "Public Relations Professionals Offer Course Recommendations," *Journalism Educator*, v40 n4 p9-10 Win 1986.

Presents results of a survey of PR professionals indicating that poor writing ability is the biggest weakness of college graduates entering PR; recommends that students receive instruction in writing and journalistic skills, as well as business and PR practice.

Bedics, Bonnie C.; Hall, Mary N. "Educating the Generalist Practitioner in the Skills of Public Relations: A Challenge for the Eighties," *Journal of Social Work Education*, v23 n1 p58-63 Win 1987.

Recommends an effective level of PR skills to be incorporated in the generalist undergraduate curriculum. A unit of study developed for a senior seminar field-instruction course, is described.

Callaghan, Marty. "Gearing Up with Good Advice," *Currents*, v12 n5 p34-40 May 1986.

Asserts that in an era when sophisticated campus marketing calls for sensitive PR strategies, more institutions are turning to advisory groups. Most of these groups are made up of alumni or parents who know the institutions and have experience in PR or communications.

Culbertson, Hugh M. "Study of Student Beliefs Suggests Sequences Do Make a Difference," *Public Relations Quarterly*, v31 n1 p24-28 Spr 1986.

Asks whether PR should break out of journalism schools into its own departments. Studies sequences within journalism departments and finds that sequences do attract different types of students, but not so different that they suffer by close contact with each other. The study indicates that breaking up journalism programs or splitting PR from advertising would have little beneficial effect.

Elliot, Jack. "Promote or Perish: A Key to Survival," *Agricultural Education Magazine*, v60 n5 p21-23 Nov 1987.

Discusses the PR aspect of teaching vocational agriculture. Covers goals of the PR program and ways to reach various audiences.

Files, James A. "Operations Matrix Clarifies, Simplifies PR Instruction," *Journalism Educator*, v41 n3 p40-43 Aut 1986.

Presents a model that relates process to functions in order best to prepare students with the skill, understanding, and mindset to cope with the unstructured activities so characteristic of applied PR.

Gibson, Dirk C. "Public Relations Education in a Time of Change: Suggestions for Academic Relocation and Renovation," *Public Relations Quarterly*, v32 n3 p25-31 Fall 1987.

Makes a case for transferring PR education from journalism to speech communication.

Gutmacher, Glenn. "An Intern Reviews the Experience," *Public Relations Journal*, v42 n4 p20-23 Apr 1986.

Describes an intern who spent three summer months between classes at Yale University with Dorf and Stanton. Pinpoints some of the areas he feels were the main elements of his practical education there.

Hipple, Theodore W. "The Wave, Educational Reform, and Teachers as Cheerleaders," *Clearing House*, v59 n9 p387-89 May 1986.

Argues that teachers should become cheerleaders for the educational reform movement. Cites a number of ways they can do this, including (1) writing letters to the editor of the local newspaper, (2) writing to parents, (3) inviting parents to class on a daily basis, and (4) speaking to local service clubs and organizations.

Hirschorn, Michael W. "Programs in Advertising and Public Relations Fuel Growth of Journalism-School Enrollment," *Chronicle of Higher Education,* v34 n7 pA35-36 Oct 14 1987.

Asserts that the increased enrollment in journalism is from students interested in advertising, PR, and the new programs being offered under the rubric of communications. More jobs appear to be available in those fields, and students perceive salaries in those fields to be greater than those in print journalism.

Mackenzie, Nancy; Mackenzie, Raymond. "The Use of a Public Relations Course in Training Technical Communicators," *Technical Writing Teacher,* v14 n2 p158-65 Spr 1987.

Recommends including an introductory PR course in technical communication programs to dispel the widely held but inaccurate view that technical communications and PR are entirely different endeavors. Stresses that including the PR course would help eliminate misconceptions regarding both fields, and ultimately help raise the professional status of both.

Moss, Catherine. "Earning Interest," *Public Relations Journal,* v42 n4 p23,32,43 Apr 1986.

Cites that BankAmerica's communications internship program offers internships to undergraduates at PRSA accredited schools.

Oppenheimer, Henry N. "Home-Study Course Geared to Service Firms," *Marketing News,* v20 n17 p24 Aug 15 1986.

Describes a home-study course in promotion and marketing techniques for small firms. The course includes a promotional planner on which students can develop campaigns to attract new clients.

Shingler, Pamela J. W. "What Students Need After Graduation," *Public Relations Journal,* v42 n6 p7-8 Jun 1986.

Emphasizes that being sure that people who enter the PR field are well qualified and have received a good education requires effort on the part of both educators and professionals. Points out that educators can assist students by weeding out the ones who do not have the necessary skills, helping in employment searches, and preparing students for employment interviews.

Signitzer, Benno. "Salzburg Begins PR Sequence, Addresses Mid-1980s Changes," *Journalism Educator,* v42 n1 p18-23 Spr 1987.

Discusses the factors that led to the establishment of a PR area and sequence at Austria's Salzburg University. Describes the curriculum and the degree requirements.

Smith, Ron F. "A Comparison of Career Attitudes of News-Editorial and Ad-PR Students," *Journalism Quarterly,* v64 n2-3 p555-59 Sum-Fall 1987.

Assesses the attitudes that news-editorial students have toward careers in PR and advertising and the attitudes that PR advertising students have toward news careers. Finds that news-ed students saw careers in PR as being less useful to society and having less prestige in the community than their own careers.

"Tips on Teaching," *Journalism Educator,* v41 n4 p42-56 Win 1987.

Discusses how an act assignment exposes students to federal agencies; experts and novices contribute and learn in PR case course; students control in-class PR agency; cabletext service shows good results; advertising focus emphasizes creative writer; writing by number aids story structure; student photo club sells lab supplies for revenue; and how to use the five W's for booster shots.

Turk, Judy VanSlyke; Snedeker, Debra L. "Intro Public Relations Texts: A Round-Up Review," *Public Relations Review,* v12 n4 p48-55 Win 1986.

Engages in a side-by-side comparison of the bestsellers among introductory PR texts. Considers content, organizational method, use of supplementary materials, and authors' philosophy of PR. Notes that the expanding choice of readings in the field mirrors the increasing interest in the study of PR.

Wakefield, Gay; Cottone, Laura Perkins. "Education for the 80s and Beyond," *Public Relations Review,* v12 n2 p37-46 Sum 1986.

Reviews the 1980s literature regarding trends in PR practice and implications for PR degree programs. Makes specific recommendations for development of effective degree programs.

Walters, Lynne M. "Interning: Profiles of Four Internship Programs for Public Relations Students—and an Educator," *Public Relations Journal*, v42 n4 p20-21 Apr 1986.

Shows that a PR professor, who felt she had been in front of the chalkboard too long, realizes the value of an internship program. States that through a summer internship program, she was able to make some valuable discoveries about PR.

Winkleman, Michael. "The Business Connection," *Public Relations Journal*, v42 n4 p19 Apr 1986.

Asserts that business and PR go hand-in-hand and should, therefore, get equal attention at the undergraduate and graduate levels. Claims a business background is essential to PR practitioners, particularly in light of the increasing amounts of crisis work that PR agencies are involved with.

Financial Relations and Annual Reports

Journals

Austin, Douglas V.; Simoff, Paul L. "Shareholders Your Most Important Public," *Magazine of Bank Administration*, v62 n8 p42-43 Aug 1986.

Names 10 steps for increasing communication with shareholders.

Brown, Gene M. "Putting the Corporate Image to Work in the Financial Community," *Corporate Accounting*, v4 n3 p4-8 Sum 1986.

Contends that the corporate image adds value to the company's equity and urges that financial audits include evaluating the corporate image.

Chaudhuri, Anita; Spencer, Smith H. "Communications Explosion: the Role of the Consultant," *Banking World (UK)*, v5 n10 p55-56 Oct 1987.

Describes companies that are turning to full-scale investor relations programs to implement long-term strategies.

"Financial Services. PR: Booming New Area," *Communication World*, v4 n9 p31-33 Sept 1987.

Points out that a growing sophistication about money and deregulation in Canada, the U.K., and the U.S. have given birth to financial services communication. Stresses that it has crossed into society's mainstream through mass marketing approaches that are bringing stocks and bonds into such previously unlikely places as Sears and K-mart Stores.

Gallant, Debbie. "Investor Relations: Texaco's Second Front," *Institutional Investor*, v21 n7 p101-102 Jul 1987.

Points out that Texaco clearly was defeated in its courtroom battle with Pennzoil Co. over its acquisition of Getty Oil from Pennzoil two years ago. States that Texaco has put extraordinary effort into corporate communications in order to win the support of the public and investors. Reveals that some Wall Streeters believe that Texaco has set in motion a brilliant PR-investor relations program.

Howard, Elizabeth. "Today's Takeovers and Mergers Put Communicators in the Middle," *Communication World*, v3 n5 p21-23 May 1986.

Relates four communications directors' experiences involving corporate takeovers of their companies (both successful and unsuccessful) and the aftermath of these activities, including proxy fights, increased workloads, and being laid off following successful takeovers.

Lewis, Richard A. "The Annual Report: A Tool to Achieve the CEO's Objectives," *Directors and Boards*, v11 n3 p19-23 Spr 1987.

Asserts that effective chief executive officers understand their seminal role in establishing the communications theme of their firms. Claims that the simplest and best approach to corporate communications is to make the communications themes the same as the CEO's strategic themes. States that in this way, the annual report and other corporate communications serve as effective tools in helping to achieve the CEO's objectives.

Morgenroth, Lynn. "Investor Relations: A CEO Primer," *Bottomline*, v4 n2 p33-38 Feb 1987.

States that the chief executive officer of a publicly held savings institution plays a significant role in investor relations. Points out that institutions must develop formal IR programs for communicating their values to stock market decision makers because there are far more savings and loans and savings banks converting from mutual to stock than can be handled by qualified analysts.

Scharff, Edward E. "Richard Cheney, Chairman, Hill and Knowlton." *Institutional Investor*, v21 n6 p409-410 Jun 1987.

Claims that the Chairman of Hill and Knowlton has pioneered the field of financial PR, particularly in regard to proxy fights and hostile takeovers. Reports that his first involvement with hostile takeovers goes back to a 1960 proxy fight when he helped Alleghany Corporation fend off takeover by Allan Kirby. Cheney points out that proxy fights often have worked to settle matters in the past; however, such fights today are not effective in changing the positions of shareholders.

Shea, John B. "More Than a Happy Face," *Security Management*, v31 n5 p97-99 Mar 1987.

Asserts that PR principles are an important part of a successful security program because they help the security director sell the program's message to employees. Reports that ten steps for a successful PR campaign are: (1) define objectives, (2) research the audience, (3) identify specific groups in the audience, (4) identify opinion leaders in the specific groups, (5) choose the medium for each public, (6) develop a theme, (7) pace the campaign, (8) time elements in the campaign for impact, (9) cooperate with other professional and social groups, and (10) gather feedback.

Sklarewitz, N. "Say Hello to the Summary Annual Report," *Communication World*, v4 n9 p28-30 Sept 1987.

Claims that it looks like an annual report; it feels like an annual report; and clearly, as far as the SEC is concerned, it is an annual report or at least one carrying the qualifying adjective "summary." Reveals that while the introduction of the nation's first summary annual report "the SAR" by San Francisco-based McKesson Corporation hardly made the network news, it is a topic of interest in both the financial and communication industry. Clearly a departure from tradition, the SEC says SARs are okay. Budget-watchers like them, but will they satisfy everyone else?

Swadosh, Robert. "Trading Places," *Public Relations Journal*, v42 n7 p15-17 Jul 1986.

Discusses the history of the field of investor relations and considers the increasing need for investor relations professionals to be both financial analysts and PR specialists.

Walsh, Frank. "Public Relations Firm Charged with Insider Trading," *Public Relations Journal*, v42 n5 p10 May 1986.

Notes that in January 1986, the Securities and Exchange Commission for the first time charged a PR firm with insider trading. States that R. F. Hengen Inc. was charged with leaking information about Puritan Fashions Corporation's failure to meet projected earnings levels to stockbrokers. Proposes that in light of this case, PR executives should become as familiar as possible with the SEC rules about insider trading.

Wathen, Mel. "Just the Facts, Ma'am," *Public Relations Journal*, v43 n10 p20-27 Oct 1987.

Discusses the summary annual report, which is the latest idea for making annual reports easier to understand.

White, Michael. "Disclosure Fallout," *United States Banker*, v97 n7 p33-34 Jul 1986.

Describes two cases that highlight the risks of financial disclosure information.

Books

Meyers, G. C.; Holuska, John. *When It Hits the Fan: Managing the Nine Crises of Business.* Boston: Houghton Mifflin. 1986. 271pp.

Authors chart a single pain curve or tolerance level for crisis situations. The authors list nine principal forms of crisis: public perception, sudden market shifts, product failures, management succession, cash flow, industrial relations, hostile takeovers, adverse international events, and regulation/deregulation. Develops steps for handling crises: define the problem, rank the options, move decisively to eliminate the cause, and prevent a recurrence.

Rahim, M. A. *Managing Conflict in Organizations.* NY: Praeger. 1986. 122pp plus appendix and bibliography.

Managing conflict in the organization requires first identifying the source of conflict and cutting it off at the source. Covers conflict in management design, intrapersonal, interpersonal and intra- and intergroup conflicts. Shows that organizational conflict need not be reduced, eliminated or avoided, but it must be managed to reduce its dysfunctional outcomes and enhance its functional outcomes.

Government Relations

Journals

Barry, J. M. "CEOs Make the Best Lobbyists," *Dun's Business Monthly*, v127 n1 p28-36 Jan 1986.

Gives mini-case histories of CEOs who got access to the oval office and other very high government officials that registered lobbyists could not reach. States that this access has since been institutionalized with the Business Round Table, an organization of CEOs from the nation's largest companies. Also see a discussion of panelists on the pitfalls of CEOs getting involved in politics on page 32 in the same issue.

Boot, William. "Hustling the Folks Back Home," *Columbia Journalism Review*, v26 n4 p22-24 Nov-Dec 1987.

Criticizes the use of newsletters by members of Congress. Breaks the content of these newsletters into four categories: (1) taking credit, (2) sucking up to voters, (3) stoking good feelings, and (4) hanging tough on motherhood.

----------. "Nixon Resurrectus," *Columbia Journalism Review*, v26 n4 p20-23 Sept-Oct 1987.

Reports that in the past two years, there has been a PR campaign to resurrect Nixon as a respectable public figure and an expert on foreign policy. States that since 1986 there has been a surge in media coverage of Nixon. Reveals that he has discussed arms-control in meetings with the President and in numerous articles and interviews with the media.

Cosco, Joseph. "Tax Measures," *Public Relations Journal*, v43 n4 p20-23 Apr 1987.

Reveals that the battle to shape last year's massive tax reform created unlikely coalitions, demanded a host of grassroots strategies, and proved that lobbying and PACs are no longer enough: a concerted and coordinated public-affairs strategy is essential.

Cutlip, Scott M. "Pioneering Public Relations for Foreign Governments," *Public Relations Review*, v13 n1 p13-34 Spr 1987.

Discusses that in the face of an increasingly interdependent and competitive world economy, a proliferation of PR professionals specializing in the representation of foreign governments has evolved.

Edmondson, Brad. "The Political Sell: Practical Politics From a Marketing and Demographic Perspective," *American Demographics*, v8 n11 p27-29 Nov 1987.

Contends that political campaigns are costing more each year, due primarily to increasing costs for television advertising. Shows that as costs increase, campaign managers and political marketers are depending more heavily on demographic analyses to help them spend their campaign budget in areas where the most benefit can be achieved.

Friedenberg, Robert V. "How to Capitalize on Political Incumbency," *Public Relations Journal*, v42 n11 p55-56 Nov 1986.

Argues that incumbents on every level can consistently win re-election if the natural advantages of having already been elected are capitalized on. Techniques to capitalize on incumbency include: determine the incumbent's voter mindset; identify ways in which PR personnel can use the incumbency advantages; consistently reinforce the incumbency identification in introductions and symbols; exploit incumbent media access; appraise media options; advocate incumbency in paid ads; obtain third-party endorsements; and focus on accomplishments.

Gibson, Dirk C. "Secrecy: The Communication Dilemma of the CIA," *Public Relations Review*, v13 n2 p27-38 Sum 1987.

Explores the response of the CIA to public criticism when caught in the dilemma of having to put forth information to the public about the CIA's activities and yet carry out secret intelligence-gathering and covert operations. Concludes that its response, attempted cover-ups, and censorship, failed due to this conflict in its position.

Gould, Richard A. "Prosper Under the New Tax Law," *Public Relations Journal*, v43 n1 p27-28 Jan 1987.

Discusses the Tax Reform Act of 1986 and the effects it will have on PR firms. Claims that it will be up to PR professionals and their advisers to maximize the powerful and legal plan of attack known as "tax avoidance."

"Grassroots Lobbying," *ABA Banking Journal*, v29 n7 p39-51 Jul 1987.

Covers the entire range of grassroots lobbying within three major articles: "Make Contact or Lose the Fight"; "One Bank, 1,400 Contacts"; and "A 'People Person' on People Policies." The articles were compiled by the magazine's staff writers and offer an excellent resource for all public affairs personnel beyond the banking industry.

Grunig, Larissa A. "Variation in Relations with Environmental Publics," *Public Relations Review*, v13 n3 p46-58 Fall 1987.

Examines how successful PR practitioners are in dealing with pressure groups and the government. Compares their relationship with key publics and the relationship they enjoy with other, perhaps less threatening, entities such as suppliers, the media, and stockholders. Compares relationships across types of organizations.

Hay, J. M. "The Public Pace of the Chemical Industry," *Vital Speeches*, v53 n6 p178-180 Jan 1 1987.

Asserts that in today's world, public perceptions about an industry have an enormous effect on its profits and in determining what government policies will be. States that public perception influences how the best people can be recruited, how investment capital can be attracted, and how employees feel about their work and their efficiency.

Holroyd, Kenneth. "Handling Media Arrangements for a Royal Visit," *Communication World*, v3 n10 p36-38 Nov 1986.

Discusses how, upon the acceptance of an invitation by the royal family of Great Britain, one or more of six regional directors in the Central Office of Information travels to the host location and walks or drives over the proposed route, finding the best spots for the media and balancing the requirements of the royal visitor, the host organization, the media and the welcoming crowds.

"How the U.S. Air Force Communicates," *Communication World*, v4 n6 p14-15 May 1987.

Discusses the public affairs program for the U.S. Air Force, its structure and function. Reveals that the Air Force's public affairs program, structured much like a corporate organization, focuses on the major areas of internal, community, and media relations.

Isgro, Anna C.; DiGiano, Laura. "Pricey Lobbyists Who Do it All," *Fortune*, v116 n2 p74-77 Jul 20 1987.

Reveals that firms increasingly are expanding the array of services they offer. Reports that Hill & Knowlton improved its standing in Washington by the acquisition of Gray & Co. last summer. States that Ogilvy & Mather has increased its services and also hired Jody Powell to head its Washington operations.

Lannon, Larry. "LECs Must Overcome the Ghost of Regulation Past," *Telephony*, v212 n11 p95-98 Mar 16 1987.

Asserts that some of the traditions of the regulated industry persist today and make it difficult for carriers to function effectively in the contemporary business climate. Reports that prior to deregulation, customers had few choices and telephone companies had little incentive to inform customers about changes in industry technology; competition reversed the relationship.

Lee, Paul. "The Whole Nine Yards," *Public Relations Journal*, v43 n5 p8 May 1987.

Discusses the importance of businesses committing the necessary resources to win important issues in Congress. Claims that the most important resource is the involvement of a knowledgeable company representative, preferably the CEO.

MacMillan, Keith. "Improving Industry's Image," *Journal of General Management*, v12 n1 p 63-76 Aut 1986.

Explains that Great Britain declared 1986 as Industry Year to improve the public's appreciation of business and industry and counteract the historic national tendency to treat business as a necessary but ill-thought-of endeavor. States that the intellectual bias of British citizens against business is being fought with PR activities ranging from competitions and festivals celebrating industry to conferences and trade shows.

Markowitz, Steven. "On the Homefront," *Public Relations Journal*, v42 n6 p14-19 Jun 1986.

Contends that creating an effective government-relations program involves the clarification of corporate objectives, developing a strategy, and designing criteria to evaluate the program's effectiveness.

Marshall, Sam A. "NASA after *Challenger*," *Public Relations Journal*, v42 n8 p17-24,39 Aug 1986.

Presents former and present members of the public affairs office at the National Aeronautics and Space Administration who give their views on the inner workings of senior management at the space agency, and discuss possible causes of the *Challenger* space shuttle catastrophe in 1986. Explains that according to accounts from experts inside and outside of the agency, the serious cause of NASA's credibility crisis was the space agency's failure to communicate with the press and the public.

McMillan, Robert R. "Grassroots Government Relations Problem Solving," *International Public Relations Review*, v11 n1 p16 Spr 1987.

Names 15 principles of lobbying that utilize a full range of PR skills to create an environment in which government officials will be comfortable in supporting the lobbyist's position.

Nelson, Susan. "Grassroots Support to Fight Medicare Cuts," *Hospitals*, v61 p66 Jul 5 1987.

Reveals that the Republic Health Corporation of Dallas has implemented a pilot project to educate and inform the public about the Medicare issue. States that fold-over cards are placed on most patients' food trays, in cafeterias and in waiting areas of 21 hospitals.

Olasky, Marvin N. "Enlisting the Sheriff: Corporate-Government Partnership in the Name of Public Interest," *Public Relations Quarterly*, v31 n3 p17-19 Fall 1986.

Looks at the last 50 years of growth of corporate-government partnerships in the public interest.

Olasky, Marvin N. "Private Relations' Last Stand: U.S. Steel vs. the U.S.A.," *Public Relations Review*, v13 n1 p45-59 Spr 1987.

Discusses (1) the private relations that existed between U.S. Steel and the government between 1930 and 1960 that ended in the steel crisis of 1962 and (2) this policy was viewed as inadequate by both an angry public and the Kennedy Administration when the steel industry tried to match foreign competition on quality and price by raising prices on steel.

"One Bank, 1,400 Contacts," *ABA Bank Journal*, v29 n7 p45-51 Jul 1987.

Tells how employees became involved in grassroots lobbying. States that banking is one of the country's largest employers. Claims that although banking has a seven-year-old political action committee, banking has not been as successful with grassroots lobbying as the insurance and real-estate industries. Describes the positive long-term effect of a lobbying campaign on employee relations.

Pires, Mary Ann. "Fertile Fields: Grassroots Politics Being Practiced by Corporations," *Public Relations Journal*, v42 n11 p36-41 Nov 1986.

Contends that corporate grassroots programs are examples of the growing public affairs activity of constituency building, or grassroots organizing, that enhance lobbying by subscribing to the theory that politics begins at home.

Redford, Robert. "Search for the Common Ground," *Harvard Business Review*, v65 n3 p107-112 May-Jun 1987.

Reports that the author has formed the Institute for Resource Management, a nonprofit organization. Reveals that one goal of IRM is to provide a means for industry, government, and environmental leaders to discuss areas of conflict, find points of agreement, and develop policies that benefit all sides of the issue. States that decision makers become informed about issues in their entirety and form new and different relationships with their opponents.

Rubin, Joan S. "New Era for the Citizens' Office," *Association Management*, v39 n2 p55-58 Feb 1987.

Presents an interview with Mari Maseng, director of the White House Office of Public Liaison. Discusses her plans for the office and how association executives can work with her to get their viewpoints heard by the Reagan Administration.

Rubinstein, Gwen. "The Storm over PACs," *Association Management*, v39 n6 p58-64 Jun 1986.

Deals with the prospect of radical changes from Congress and the state legislatures. Categorizes the top PACs by money raised and spent.

Smith, Craig Allen. "Mister Reagan's Neighborhood: Rhetoric and National Unity," *Southern Speech Communication Journal,* v12 n3 p219-39 Spr 1987.

Examines the rhetorical themes through which President Reagan has, contrasted to his recent predecessors, unified the nation behind his leadership. Discusses how Reagan interweaves familiar American myths, symbols, values, and beliefs so skillfully in his rhetoric that any criticism of him or his policies is initially construed as an attack on the very meaning of America.

"U.S. Federal Government Said to Spend $436 Million in Public Relations," *International Public Relations Review*, v10 n2 p7 May 1986.

Reveals that the highest PR expenses were incurred by the Agency for International Development.

Warner, Harland W. "Reagan's Legacy: Analysis of President Reagan's Impact on the Public Relations Industry," *Public Relations Journal*, v42 n11 p18 Nov 1986.

Contends that the Reagan Administration has influenced the PR profession. The author points out that a trend toward more federal regulation will require new PR networking. States that tax reform will also be basically healthy for PR practitioners, except for those in the industries with higher taxes.

Webber, Alan M. "Gerald R. Ford: The Statesman as CEO," *Harvard Business Review*, v65 n5 p76-81 Sept-Oct 1987.

Interviews Ford about leadership. Also discusses crisis management in government and business, business ethics and regulation, and business' role in national issues.

Books

LeDuc, D.R. *Beyond Broadcasting: Patterns in Policy and Law*. White Plains, NY: Longman. 1987. 216 pp.

Presents a comprehensive study of federal deregulation policies and how they are likely to affect future electronic mass media.Covers more than 50 years of broadcasting law.

Paletz, D.L. *Political Communication Research*. Norwood, NJ: Ablex. 1987. 288pp.

Describes and analyzes the relationships between diplomacy and communication, and the changes in the conduct of international diplomacy brought about by technology.

Health and Welfare

Journals

Abrams, Michael; and others. "A Bad Experience Can Make or Break Your Hospital," *Hospitals*, v61 p42 Jul 5 1987.

Reports that through in-depth telephone interviews and focus groups, health care consumers indicated that the caring attitudes of hospital personnel were of utmost importance in their hospital selections. Asserts that patients perceived hospitals as caring when personnel were attentive and sensitive to their needs, offered explanations of procedures, answered their questions, and explained reasons for minor service failures.

Bistline, S. M. "Conflict Culture," *Association Management*, v39 n3 p66-70 Mar 1986.

Shows how the American Hospital Association resolved member disagreements by using established procedures: air the disagreement, build a list of items they can agree about, and reach a compromise. Members agree to the process in advance of affiliation. Another way the AHA handles a conflict is to acknowledge it, make allowances, and work either with it or around it.

Brand, David R. "Hospitals Adrift on Marketing Seas," *Marketing News*, v2 n2 p8, 14 Jan 16 1987.

States that few hospitals seem to be benefiting from effective marketing, while others have a poor understanding of the ongoing nature of marketing and marketing communications. Claims that some ineffective programs have too many advertisements without the use of literature and PR. States that the growing importance of PR is one hospital-marketing trend because PR programs cost less than ads and can extend a hospital's marketing budget.

Burda, David. "Hospital Ads in Bounds Legally," *Hospitals*, v61 p64-65 Mar 20 1987.

Reports that the Federal Trade Commission (FTC) requires that hospital advertising not be deceptive. States that a deceptive ad misleads the target audience in such a way as to impact their choices. Indicates that as hospital advertising becomes more competitive and aggressive, hospitals must be careful to avoid lawsuits by competitors or consumers. States that the FTC will focus on ads boasting success and mortality rates.

----------. "Liability Reshapes Hospital/Physician Relationships," *Hospitals*, v61 p56-60 Apr 5 1987.

Asserts that hospitals are scrutinizing physicians' credentials and demanding strict adherence to peer review procedures. States that defensive medical practices by physicians are on the rise. Reports that high-risk specialists have shut down hospital operations by refusing to work, protesting high insurance premiums.

Coyne, Ann. "Recruiting Foster and Adoptive Families: A Marketing Strategy," *Children Today*, v15 n5 p30-33 Sept-Oct 1986.

Discusses the types of foster families needed by child welfare agencies and the use of marketing concepts to attract and keep these families as substitute caregivers for children.

Droste, Therese. "Firm Put Execs on 'Trial' to Avoid Liability," *Hospitals*, v61 p100-02 May 5 1987.

Points out that as hospitals are becoming more business-like, they are facing employee lawsuits, which can take time and money as well as damage the hospital's image. Describes a management-training program dealing with topics such as discrimination suits and employee drug testing.

----------. "Gainsharing: the Newest Way to Up Productivity," *Hospitals*, v61 p71 Jun 5 1987.

Claims that gainsharing stresses productivity, organizational goals, and group participation. States that with gainsharing, a not-for-profit organization can share productivity gains with employees. Shows that the gainsharing plan involves coordinating organizational goals with departmental goals that increase efficiency and reduce costs.

----------. "Physician Marketing Pays Off in Admissions," *Hospitals*, v61 p48-53 Oct 5 1987.

Reports that hospitals are beginning to market themselves to physicians and are measuring results by admissions. Indicates that about 10% of the hospitals are conducting an aggressive marketing campaign and are showing results that will bring others into the fold.

----------, "Syndicated Ads: Creative or Pasteurized?" *Hospitals*, v61 p53-58 Oct 5 1987.

Makes a case for hospital advertising as merely an extension of PR.

Eudes, John A.; and others. "Marketing Physician Services," *Health Care Management Review*, v12 n1 p37-46 Win 1987.

Presents a directory of hospital services addressed to primary-care physicians. The directory was produced by the University of Alabama hospital in Birmingham and gives complete information about the hospital and a profile of each staff physician.

Fitzgerald, Paul E., Jr.; Embrey-Wahl, Lynda. "Improving Media Relations," *Health Care Management Review*, v12 n2 p51-60 Spr 1987.

Presents findings of a survey of 600 member hospitals that shows media contacts are carried out mostly with print; radio is a close second; and television is used least. Respondents find television most difficult to deal with and radio easiest. All recognize the need for special training in dealing with the media.

Gold, Marion. "Hospitals Need Marketing Goals to Attract Patients," *Marketing News*, v20 n11 p38 May 23 1986.

Contends that increasing patient volume in a hospital requires specific marketing goals. Points out that the pharmaceutical industry has proven that health care information can be used as an effective marketing tool. Educational materials position a hospital in the desired marketplace, increase name recognition, and improve PR with doctors and the community.

Hicks, Nancy J. "Patients and Other Publics: Health-Care Public Relations is on Center Stage—and its Audience is More Diverse Than Ever," *Public Relations Journal*, v42 n3 p28-32 Mar 1986.

Claims health-care PR has exploded to the top of the field. Points out that the revolution began in 1983 with the advent of Medicare that made marketing and cost-cutting vital to hospitals. Explains that competition brought with it the need for communication. Concludes that among the biggest problems are the continuing uncertainties between health-marketing executives and PR practitioners who should lead communication efforts.

Higgins, Kevin T. "Hospital Marketers Lack Technical Analytical Skills," *Marketing News*, v20 n8 p1, 20 Apr 11 1986.

Summarizes opinions expressed at a symposium sponsored by the American Marketing Association.

Hunter, David P. "Forging New Business Relationships Adds Value," *Hospitals*, v61 p80 Jul 5 1987.

Discusses the importance of building strong relationships within and among all kinds of organizations as a central strategy in the health-care industry. States that as hospitals become increasingly entrepreneurial, community work to address unprofitable health issues is important. States that providers, purchasers, insurers, government, and consumers must join in solving the quality-of-care issue.

Hyatt, Joshua. "Healthy Returns," *Inc.*, v9 n4 p80-86 Apr 1987.

Reveals that Scherer Brothers Lumber Company's new management implemented a wellness program to solve the company's problems. The program includes well-pay, free fruit and popcorn, alcoholism treatment, smoking-cessation programs, free lunches, and the like. The results include lower absenteeism, greater productivity and morale, lower accident rates and savings on health and worker-compensation insurance and unemployment taxes.

Jensen, Joyce. "Choosing a Hospital," *American Demographics*, v9 n6 p44-47 Jun 1987.

Reports that the National Research Corporation has found that doctors' recommendations rank fifth in importance in choosing a hospital. Reveals that reputation for quality of the medical staff, emergency and nursing care, complete services and new equipment rank higher; cost ranks ninth. States that the elderly and low-income people are more likely to rely on doctors' recommendation.

Kent, Fraser. "Miami's Elderly: the Future of Health Care," *Hospital*, v60 p58-63 Mar 20 1986.

Cites that nearly one in five Miami-area (Dade County) residents is eligible for Medicare; just under 18 percent are age 65 or older. Those figures represent now what demographers project for the nation in 35 years. The author contends that this makes Dade County a crystal ball for predicting the nation's future health-care needs.

Lewton, Kathleen L. "Case Study: Public Relations at St. Vincent Medical Center in Toledo, Ohio," *Communication World*, v3 n5 p38-39 May 1986.

Cites a health program's promotional campaign conducted by St. Vincent Medical Center of Toledo, Ohio, that won IABC's Gold Quill award. Further cites that the health program consisted of a van outfitted for medical examinations visiting 164 sites in 10 months, screening 20,100 individuals and identifying 2,042 people with abnormal medical test results.

Lutz, Sandy. "Marketing, Public Relations are Keys to the Outpatient Surgery Business," *Modern Healthcare*, v17 n4 p96-99 Feb 13 1987.

Indicates that an increasing number of outpatient surgery departments at hospitals and group practices are offering plastic surgery since procedures are usually paid for in advance by patients. States that operators note that aggressive marketing programs and good relations with the physician are the keys to success.

Nelson, Susan. "Ahead to the Future: Reshaping Health Care," *Hospitals*, v61 p122 Apr 20 1987.

Presents a recent study, titled Multihospital Systems: Perspectives and Trends, which includes predictions for the health-care system. Reports that some significant expectations are that responsibilities will shift from local units to corporate headquarters; "multis" must develop policies to preserve their public image; and CEOs will need to have skills in leadership, strategic planning, and in medical staff relations.

----------. "Cooperation is at Core of New JCAH Survey," *Hospitals*, v61 p64 Jul 20 1987.

Reports that the Joint Commission on Accreditation of Hospitals is conducting a survey of all U.S. hospitals' CEOs, senior elected officials of the medical staff, and governing body leaders. States that the confidential survey seeks to define current relationships among a hospital's governing body, management, and medical staff.

----------. "Multis Still Have Upper Hand in Marketing," *Hospitals*, v61 p76 Jul 20 1987.

Reports that hospitals must communicate with and meet the needs of many publics: physicians, patients, employees, and insurance companies, for example. Claims that multihospital systems have many marketing advantages, e.g., they can pilot programs in just a few hospitals.

----------. "Some Reasons for Drop in Medical School Enrollment," *Hospitals*, v61 p80-81 Apr 20 1987.

Explains that a recent study by the Association of American Medical Colleges asked people who had scored well on the Medical College Admissions Test, but then did not apply to medical school, why they had not. Reports that the AAMC found that almost half intended to continue their studies in one of the biomedical sciences. States that the other half responded that costs of medical school are too high, doctors' independence is limited in today's healthcare system, and medical school programs take too long.

Newald, Jane. "CEOs Cite Ways to Improve Medical Staff Relations," *Hospitals*, v61 p114-16 Mar 20 1987.

Reveals that in a nationwide survey of hospital CEOs, most reported that their hospitals had increased services in order to improve medical staff relations, although they feel no competition in some service areas.

----------. "Is Religion a Competitive Edge?" *Hospitals*, v61 p60-64 Apr 20 1987.

Discusses the issue of religious hospitals competing in the health-care industry. Addresses the effects of religious affiliation on competition, the limitations on services due to conflicts with doctrine, the increase in collaborative efforts by Catholic multis, the segmentation of the market sometimes resulting from religious affiliation, and the role of religious affiliation in consumers' choice of care.

Post, Linda Curry. "Communicating about AIDS," *Communication World*, v3 n4 p19-20 Apr 1986.

Discusses company policies regarding AIDS in the workplace and reports that hospitals are leading in setting company policies.

Powills, Suzanne. "Winds of Change to Hit Hospital Marketing," *Hospitals*, v61 p29-30 Jan 5 1987.

Indicates that major changes in hospital marketing are predicted for 1987. Reports that the men's market will gain new importance as older men make more health-care decisions and become more involved in dependent-adult care.

----------. "Endresen Adds Psychology to Market Research," *Hospitals*, v61 p30-31 Jan 5 1987.

Presents an interview with founder of Endresen Research of Seattle who provides the health care industry with information on consumer health decisions. He divides consumers into four categories based on life-styles and health-care values. The groups are called no-time, quick-fix, good patient, and avid partner.

----------. "Henry Ford Brings Heart Program to Grocery Stores," *Hospitals*, v61 p60 Jun 20 1987.

Reports that the Henry Ford Hospital of Detroit develops a Smart Heart health promotion program to market its Henry Ford Heart and Vascular Institute. Points out that the program educates consumers about healthy food and lifestyle choices. States that restaurants and grocery stores use hospital consultation to determine certain foods that can be featured as good for the heart. Explains that the program has increased public awareness of the hospital, and Henry Ford plans to market the program nationally.

----------. "Life-Styles of the Not-So-Famous: Swenson," *Hospitals*, v61 p38 Aug 5 1987.

Reports that Chester Swenson, founder and president of the marketing think tank, Marketing and Financial Management Enterprises, believes hospitals should target the secure adult market. Indicates that this expanding market includes active, affluent adults over 50 years of age. States that the key to marketing to this group is trust. Explains that a long-term commitment is necessary to develop a trusting, familiar relationship with the secure adult market.

----------. "Marketing Image: Is It Worth it?" *Hospitals*, v61 p38-39 Jan 20 1987.

Asserts that hospitals are becoming aware of the importance of public image. Gives as an example, People's Community Hospital Authority of Wayne, MI, that found that local consumers thought that larger, downtown hospitals provide better care. States that continued research must be conducted over the long term to develop and maintain a positive public image.

----------. "Quality, Not Ads, Increases Physician Loyalty," *Hospitals*, v61 p56 Jun 20 1987.

Reports that an informal survey of physicians discovered that most choose hospital affiliation based on quality factors. States that some of the quality factors of concern to them are nursing staff quality, hospital reputation, accessibility of consulting physicians, availability of programs to meet patients' special need, and availability of special equipment. States that of least concern to them were hospital ownership and HMO or preferred provider arrangement.

Reinhardt, V.E. "Flawed Methods Cripple Study on Not-for-Profits," *Hospitals*, v61 p136 Apr 20 1987.

Controverts a Harvard Business School research paper that concludes that not-for-profit hospitals do not benefit society as well as do for-profits. Specifically calls attention to flaws in the study regarding omission of opposing views and lack of adequate peer review, use of a non-representative sample and unreasonable criteria for assessing social performance, use of improper statistical evaluation methods, and failure to interpret findings objectively.

Shahoda, Teri. "Multis Change Names to Match Their Strategies," *Hospitals*, v61 p60-62 Jan 5 1987.

Reveals that many health-care systems are adopting new names that better reflect their specific goals and strategies. Predicts that as consumer control of health-care decisions increase, multis must build consumer awareness by creating the appropriate image and measuring consumer reactions.

Steiber, Steven. "Hospital Advertising Okayed by 62% of Public," *Hospitals*, v61 p81 Apr 5 1987.

Reports that a survey found that most consumers support advertising by the service-sector banks, hospitals, lawyers, and physicians. Concludes that hospital advertising elicits a favorable consumer response.

----------. "Malpractice Crisis Blamed on Patients: Survey," *Hospitals*, v61 p63 Jun 5 1987.

Reveals that most people do not hold hospitals responsible for the malpractice crisis. Reports that no one group received the majority of blame, however, patients and consumers were blamed by the largest portion 27%. States that more educated respondents tended to blame insurers, while those with high earnings most often blamed physicians and courts. Points out that of those who placed responsibility with patients, most respondents thought that a majority of lawsuits are not justifiable.

Wallace-Whitaker, Virginia. "Creating a Public Information Slide Show for a Rural Social Agency," *Human Services in the Rural Environment,* v10 n3 p34-36 Win 1987.

Describes step-by-step procedure for putting together a 20-minute PR slide/tape show for a large community mental health and home health agency in rural Maine. Emphasizes importance of face-to-face contact, identifying and addressing the potential audience, fostering a neighbor-to-neighbor atmosphere, and imaginatively using graphics to illustrate concepts.

History

Journals

Campion, Frank D. "How to Handle the Corporate History," *Public Relations Journal*, v43 n8 p28-29 Aug 1987.

Discusses the need for a corporation, a professional association, or other organization to make its constructive accomplishments known. Reveals that histories can encourage investor interest and spark employee pride.

Hainsworth, Brad E. "Retrospective: Ivy Lee and the German Dye Trust," *Public Relations Review*, v13 n1 p35-44 Spr 1987.

Examines the relationship between PR trailblazer Ivy Lee and the German Dye Trust, which became an agent for the policies of Adolf Hitler. Discusses how Lee's efforts to use this relationship to persuade his contacts to influence the Nazi leadership failed because of his formal connection with this group.

Keeter, Scott. "The Illusion of Intimacy: Television and the Role of Candidate's Personal Qualities in Voter Choice," *Public Opinion Quarterly*, v51 n3 p344-358 Fall 1987.

Supports the notion that television has played a role in the gradual personalizing of American presidential elections. Indicates that the short-term elements of elections, particularly voter reactions to candidates, have become more important at the expense of long-term elements such as party identification and citizen attitudes toward the parties.

Koten, John A. "Moving Toward Higher Standards for American Business," *Public Relations Review*, v12 n3 p3-11 Fall 1986.

Argues that A. W. Page's six principles of corporate behavior, which were developed in the 1920s, are still valid today and that the corporate communicator has the responsibility to raise business standards.

Lustig, Theodore. "Great Caesar's Ghost: the Spirit of Political Image Building is More Than 2,000 Years Old," *Public Relations Journal*, v42 n3 p17-23 Mar 1986.

States that although political media consultants have grabbed the modern spotlight, they have actually been around since ancient days. Cites Philip II of Macedonia, who had huge golden statues of himself placed at strategic locations to reinforce his authority; and Augustus, who plastered his visage all over Rome to appeal to the masses.

Marchand, Roland. "The Fitful Career of Advocacy Advertising: Political Protection, Client Cultivation, and Corporate Morale," *California Management Review*, v29 n2 p128-156 Win 1987.

Traces the history of advocacy advertising, crediting the pioneering contributions of AT&T and its long history of institutional advertising early in the 20th century. Concludes the historical account by discussing the narrow purpose of much of institutional advertising today, lobbying the public to take up the sponsor's cause.

Schmertz, Herbert. "Patronage That Pays," *Communication World*, v4 n7 p58-61 Jul-Aug 1987.

Asserts that from the Medicis in the 1500s to Mobil in the 1980s many management goals and styles have changed, but one corporate goal worth retaining is patronage of the arts. Indicates that it still pays, both for the art and the corporate sponsors of the art.

Smith, George D. "Why Companies Can't Afford to Ignore the Past," *Across the Board*, v23 n5 p12-23 May 1986.

Makes a case for corporate histories to be written so that the past can provide clues to the future, rather than merely being promotional pieces.

Sullivan, Michael P. "The Maturing of Corporate Communications," *Journal of Retail Banking*, v7 n4 p25-32, Win 1985-86.

Shows how corporate communications has evolved from publicity to a multi-faceted activity that affects every part of banking.

Trujillo, Nick; Ekdom, Leah R. "A 40-year Portrait of the Portrayal of Industry on Prime-Time Television," *Journalism Quarterly*, v64 n2-3 p368-375 Sum-Aut 1987.

Finds that television over-represents service and public-administration businesses and underrepresents manufacturing. Reports that the infrequent appearance of manufacturing industry on prime time reflects the relatively low value in which it is held by both society and the television industry.

Walker, Albert. "The Evolution of Public Relations According to Cutlip and Center," *Public Relations Quarterly*, v31 n2 p28-31 Sum 1986.

Shows how Scott M. Cutlip's and Allen H. Center's six editions of *Effective Public Relations* chronicle a history of the industry.

International

Journals

Albert, Jack. "Going Global with Your News," *Communication World*, v2 n3 p33-34 Mar 1986.

Discusses satellite broadcasting as a way of reaching target audiences with dramatic speed and effectiveness.

Alden, Vernon R. "Who Says You Can't Crack Japanese Markets?" *Harvard Business Review*, v65 p52-56 Jan-Feb 1987.

Reveals that many U.S. companies have successfully entered Japan's marketplace by looking beyond outdated assumptions and using creativity and persistence. States that some important points to remember are: (1) patience and tenacity are required, (2) find the best possible partner, (3) don't be afraid to end- run the system, (4) focus on quality, (5) modify product to fit with local culture, and (6) develop long-term relationships.

"An American in Zurich," *Communication World*, v2 n3 p14-15 Mar 1986.

Presents an interview, in which expatriate American PR editor Carol Haettenschwiller tells of the ups and downs of an American in overseas PR. Reports that attitudes toward women more conservative than in America, but also found opportunities that, because of being American, she might never have gotten in the United States. Recommends overseas experience for anyone in communications.

Arber, Katie. "The Practice of Public Relations," *International Public Relations Review*, v10 n3 p25-40 Aug 1986.

Gives the second and final part of the author's report. The first appeared in the May issue. Part I reviews the state of the industry. Part II deals with definitions and distinctions between PR policy, strategy, plans and programs. This in-depth, comprehensive report is based on a survey of Britain's top 500 corporations.

Badaracco, Claire. "Communication Management in a Service Economy: Building the Operating Spoke," *Public Relations Quarterly*, v32 n2 p5-10 Sum 1987.

Compares the PR philosophies, capabilities, and operations of five global service companies.

Baker, Ross K. "Kremlin Image Makers," *Across the Board*, v24 n2 p11 Dec 1987.

Asserts that Soviet leadership has been attempting to change the image of the Soviet Union in accordance with glasnost. Reports that the General Secretary spoke at a recent meeting about possibilities for changing the Soviet reputation. Indicates that one suggestion was a name change for the country. The author quotes the response of the General Secretary to proposed changes.

Baldwin, William H. "As the World Turns," *Public Relations Journal*, v43 n3 p12-17 Mar 1987.

Reports that in the face of lackluster American public opinion, financial woes, and, most recently, the controversial mini-series "Amerika," the United Nations has shifted its PR focus to aggressive persuasion. Claims that it is not easy representing a 159-headed client that is not turning out a highly marketable product.

Bashleigh, Clive. "Confessions of a Far-Flung Communicator: the Transcontinental Travels of a Business Communicator," *Communication World*, v3 n9 p14-15 Oct 1986.

Recounts the experiences of a British expatriate PR consultant in Venezuela, highlighting the cultural differences that executives can expect.

Bechieau, Anne-Evelyne; Thomas, Susan A. "PR in Europe: Opportunity and Complexity. *Communication World*, v3 n4 p29-31 Apr 1986.

Asserts that Europe is the largest potential market for U.S. technology products outside the U.S. PR is critical in making an aggressive, well-coordinated, and highly visible entry into the European market. A PR program in Europe requires continuity among activities and programs in the U.S. and those in Europe, specific expertise in European technology markets, and solutions to the complexity of information distribution in Europe.

Bernstein, Jack. "PR is Pivotal to Megamarketing, Expert Says," *Advertising Age*, v58 n28 p30, 32 Apr 28 1986.

Defines megamarketing as a strategy that adds the elements of power and PR to the other marketing P's.

Bhimani, Rita. "Status of PR in India: the Image of a Peacock and the Status of an Ostrich," *International Public Relations Review*, v10 n2 p19-22 May 1986.

Examines ways PR can be raised from an intangibly defined status to that of a profession, one in which the aspirant would have to stand the scrutiny of certain standard qualifications, and responsible management would look upon as a major support service.

Blair, Cassandra. "Scanning the Corporate Horizon: Public Affairs in the Strategically Managed Organization," *Canadian Business Review*, v13 n3 p33-36 Aut 1986.

Describes a trend in Canada's largest corporations toward a management approach that integrates public affairs with corporate and operational decision making.

Booth, Alyse L. "Going Global," *Public Relations Journal*, v42 n2 p22-27 Feb 1986.

Claims American PR is going global, either by teaming with, or buying, overseas firms. This trend has raised interesting questions about how universal PR messages can be and how a single theme can be instituted all over the world at once.

Chanco, Pete A. III; Milano, Ben H. "A Different Kind of Revolution," *Communication World*, v3 n8 p31-33 Sept 1986.

Asserts that in the Philippine revolution that ousted Marcos, the media played a key role. Shows that the uncontrolled foreign press combined forces with contacts on the inside to promote support within and outside of the country. Finds that posters, T-shirts, photocopying and videotaping were communication tools of the underground Philippine media.

"Corporate Communication in Australia," *Communication World*, v3 n2 p14-15 Feb 1986.

Discusses PR in Australia. The Australian market distinguishes itself from others in that it has the highest per-capita readership of magazines and a daily newspaper circulated to over a half million readers.

Crespy, Charles T. "Global Marketing is the New Public Relations Challenge," *Public Relations Quarterly*, v31 n2 p5-8 Sum 1986.

Asserts the latest development in advertising has been the increasingly international nature of marketing and product distribution. Claims that although foreign markets for consumer products are potentially lucrative, the political and social diversity of the world's nations poses many problems for companies that operate on a global scale.

Cutlip, Scott M. "Pioneering Public Relations for Foreign Governments," *Public Relations Review*, v13 n1 p13-34 Spr 1987.

Discusses the life and work of Hamilton Wright, particularly his pioneering PR efforts with foreign countries. Describes how Wright's success and reputation of being able to guarantee results brought the wrath of the U.S. government and the Public Rrelations Society of America down on him. Focuses on Wright's testimony concerning the Hamilton Wright Organization.

de Medici, Nicola; de Medici, Marino. "Foreign Interventions: Europe Invades America," *Public Opinion*, v9 n1 p16-20 Feb-Mar 1986.

Asserts that after several decades of Americanization of Europe, Europe is now retaliating in kind from food to fashion and from politics to economics.

"Exporting American Culture," *Public Opinion*, v9 n1 p2-40 Feb-Mar 1986.

Gives a series of articles detailing how American culture in the arts, music, fashion, and the way we do things and get things done in this country is being adopted by other cultures around the world.

Fienberg, Bob. "Can We Export Public Relations to Asia?" *Communication World*, v3 n1 p20-22 Jan 1986.

Asserts that Asian international and domestic businesses, as well as financial centers, have taken advantage of U.S. PR expertise, but not without imposing Asian traditions.

Gaunt, Philip. "Developments in Soviet Journalism," *Journalism Quarterly*, v64 n3-4 p526-532 Spr 1987.

Asserts that the Soviet press resembles a corporate PR department more than it does U.S. media, but there are signs of change due to public demands. Reveals that the rigid Soviet media system is starting to soften under the impact of electronic media and pressure from the audience.

Gordon, Gloria; McGoon, Cliff. "The British are Coming," *Communication World*, v3 n11 p20-27 Dec 1986.

Asserts that PR, advertising, and design groups in England are invading the global market with United Kingdom products repackaged to withstand fierce international competition. British firms increasingly recognize the importance of design in marketing and business. Concludes that this trend has led to the expansion of British advertising, PR, and design firms.

Grenier, Richard. "Around the World in American Ways," *Public Opinion*, v9 n1 p3-5 p56-60, Feb-Mar 1986.

Presents author's experiences while traveling in China; reports on the great interest among the Chinese in everything American. Stresses amazement at the knowledge of the United States and the differences in the different regions of the country. Covers the American culture influences in Europe as well.

Hayes, Roger. "The Role of Public Affairs in the Multi-National Corporation of the Future," *International Public Relations Review*, v10 n1 p24-26 Feb 1986.

Discusses the changing nature of multi-national corporations; traces the evolution of the public affairs function as a backdrop to what must increasingly happen if it is to play its full part in the challenges ahead.

Haywood, Roger. "Getting it Right in Europe," *International Public Relations Review*, v10 n4 p21-24 Nov 1986.

Offers tips on doing business with Europeans; warns practitioners about the subtleties in the use of English, and suggests that business communication is organized human relations rather than merely a means for exchanging information. The author stresses that understanding cultural influences, educational systems, and family relationships are more important than languages.

----------. "You Can't Just Shout Louder to be Heard in Europe," *Communication World*, v4 n1 p29-31 Jan 1987.

Discusses the problems, scope and benefits for U.S. companies selling their products in Europe. Focuses on communicating with Europeans. Cites several considerations that must be addressed to move successfully into the Euro-market.

Hill, Richard. "Public Relations: a Prognosis," *International Public Relations Review*, v10 n1 p46-48 Feb 1986.

Assesses the current situation of PR and affairs in Europe, and postulates the changes that might occur. Explains that PR varies from one country to another, although the socio-economic climate is becoming similar. Concludes that trends are becoming long-term; there is more direct dialogue with customers; business lobbying tends to be proactive, while governmental lobbying tends to be defensive.

Howard, Carole M.; Mathews, Wilma. "Global Marketing: Stop, Look, and Listen," *PR Quarterly*, v31 n2 p10-11 Sum 1986.

Recommends that when PR officers enter other countries, they should read about the related history, religions, and culture within the areas.

Hung, Melina. "Boat Races Sail Via Satellite," *Communication World*, v4 n4 p21-25 Mar 1987.

Notes that the world watched an ancient, colorful Asian festival via satellite-transmitted video tape. The Hong Kong Tourist Association's PR department tells how they arranged this PR coup for only $18,000.

Johansson, Johnny K.; Nonaka, Ikujior. "Market Research the Japanese Way," *Harvard Business Review*, v65 n3 p16-22 May-Jun 1987.

Notes that Japanese corporations do not rely on scientific market research for information regarding changes in customer wants and needs or expected market responses to new or changing products. States that instead they meet directly with distributors, retailers, and other channel members. States that they visit stores to observe customers and discuss issues with salespeople and store management.

Kreitzman, Leon. "Public Relations Balancing Brand Building Blocks," *Marketing (UK)*, v27 n7 p43-46 Nov 13 1986.

Describes various ways in which PR can help build brand images, with examples and minicases.

Maher, Thomas M. "Global Market Strategies Cited," *National Underwriters Property/ Casualty*, v91 n19 p25-29 May 11 1987.

Reports that Schwartz-Butterfield Communications aids clients in adjusting communications and training programs to the new global marketplace. Reveals that a basic change in how clients perceive themselves is the key to the firm's client base. States that both Steven Schwartz and Paul Butterfield, senior partners of the firm, believe clients must realize insurance companies, banks, and brokerages are now one-stop financial shopping centers. States that according to Butterfield, an attitudinal change is necessary for firms to learn to cross-sell.

Malone, Pat. "Making PR History in the People's Republic of China," *Communication World*, v3 n1 p18-20 Jan 1986.

Asserts Hill and Knowlton Asia was the first PR firm to operate in China (opening in 1985). Explains that the Chinese, who had previously been banned from speaking to foreigners, are now under a more relaxed government and are receptive to the West and the building of good relations.

McMahon, John and Partners Ltd. "Aspects of Public Relations and Communications in Ireland," *International Public Relations Review*, v1 n1 p6-9 Spr 1987.

Reports the findings of a survey of Ireland's top 350 companies to identify their PR policies.

Metherell, Ian. "PR 1976-1986 from Infancy to Maturity," *Industrial Marketing Digest (UK)*, v11 n1 p123-127 First Quarter 1986.

Traces the rapid growth of a business-to-business PR section formed within the PR Consultants Association of the United Kingdom.

Mishada, Mick. "Fujitsu Learns US PR the Hard Way," *Communication World*, v3 n8 p18-20 Sept 1986.

Asserts that firms from Japan doing business in the U.S. must learn a new set of rules when dealing with the press. Explains that to help it adjust to the U.S. style of press relations, Fujitsu Ltd. enlisted the aid of Ruder Finn and Rotman Inc. Points out that to improve Fujitsu's image, tarnished primarily as a result of reports of the company's spying in Silicon Valley, the pubic relations firm began a campaign to educate the public and the media about the company.

Mitchell, Roy. "The Scope and Practice of Public Relations in Trinidad and Tobago," *International Public Relations Review*, v10 n2 p30-34 May 1986.

Traces the history of the practice, what is happening on the international scene, a look at the local scene, and the future. Concludes that the challenge is to go from a reactive to a proactive stance, from peripheral to central decision-making, from tactical to strategic advisers.

Otsubo, Mayuimi. "A Guide to Japanese Business Practices," *California Management Review*, v28 n3 p28-42 Spr 1986.

Gives a guide for what to do and expect when meeting the Japanese in their business settings and their business groups. Specifically examines the Japanese customs of the business card, bow and gift giving; corporate titles and organization; decision-making and the type and conduct of business meetings. Recommends "The Japanese Corporation as Competition" in the same issue.

Pershing, Amy C. "Keeping Shareholders Current on Currency," *Institutional Investor*, v20 n8 p231-232 Aug 1986.

Asserts European multinational corporations have to contend with a major factor on their balance sheets and quarterly financial reports: foreign currency fluctuations. Concludes that the trend now is to abandon the hedging methods in favor of making estimates on the effect of currency fluctuations.

Pockard, Geoffrey L. "Bridging the Gap in Joint Venture Communications: Global Public Affairs," *Vital Speeches*, v53 v5 p145-148 Dec 15 1986.

States that with one-third of U.S. profits now generated through foreign business, conducting business on a global scale has become a challenge of modern business practices.

Pratt, Cornelius. "Professionalism in Nigerian Public Relations," *Public Relations Review*, v12 n4 p27-40 Win 1986.

Identifies the extent to which Nigerian PR practitioners indicate satisfaction with their jobs and their perceptions of their ideal and actual professional and nonprofessional values. Indicates a positive correlation between

organizational climate and job satisfaction. Reveals the need to improve job satisfaction and professionalism among Nigerian practitioners.

Renault, Didier. "New Trends in the French Press," *International Public Relations Review*, v10 n2 p28-29 May 1986.

Describes the French press as declining in circulation despite the launching of three new national dailies. States that TV has played a major role in the decline, however, there has been an increase in the specialized and trade press. Concludes that this is the consequence of changing life styles and reading habits.

Riley, Marie. "Public Relations and Advertising in China," *International Public Relations Review*, v10 n2 p16-18 May 1986.

Analyzes the first year of operation of Hill & Knowlton in China. Explains the work is mostly media relations, reaching an audience of one billion; the mass media in China are more developed than most Westerners realize; in-house and trade publications have tremendous circulations; and Chinese readers and viewers are not subject to the barrage of messages and images of Westerners; they take time to read the fine print.

Rook, R. H. "Is House Style a Waste of Money?" *CMA Magazine* (Canada), v61 n4 p44-48 Jul-Aug 1987.

Recommends a house (company) style that is unique, and promotes both goodwill and loyalty among internal and external publics.

Rumyon, Robert Miles. "Survival of the Fittest," *Communication World*, v4 n9 p24-27 Sept 1987.

Reveals that the changes in the '60s established the annual report as an inventive calling card of international business. The author shares his 30 years of experience in designing annual reports and tells what it takes to come up with a winner, year after year.

Sklarewitz, Norman. "Reaching the International Press," *Communication World*, v4 n7 p65-67 Jul-Aug 1987.

Asserts that reaching the international press with a story or news release is not easy without the assistance of the U.S. Information Agency (USIA), which maintains several news centers in the U.S. that are ready to work with PR professionals. Claims that through USIA, it is possible to reach correspondents representing major news media from around the world.

Snowdon, Sondra. "How to Gain the Global Edge," *Communication World*, v3 n7 p28-30 Aug 1986.

Warns PR practitioners of the dangers of not dealing with cultural differences in today's expanding international climate. The author warns about differences in pace, importance of rank and status, and differences in negotiating techniques.

"Special Report: Public Relations in Japan," *International Public Relations Review*, v1 n1 p25-31 Spr 1987.

Reports the preliminary findings of a survey conducted by the Public Relations Society of Japan to determine the level of PR activities within Japan's PR and advertising agencies, and corporations. The article also provides a brief history of how PR evolved in Japan after the war.

"Special Report: Shandwick Report on the Awareness of Public Relations," *International Public Relations Review*, v1 n2 p11 Aut 1987.

Reports a survey revealing that Britain's top business executives are more positive and knowledgeable about PR than are their U.S. counterparts.

Szekely, Beatrice Beach, ed. "Mobilization for Implementation of the New School Reforms: Part III," *Soviet Education*, v28 n3 p7-108 Jan 1986

Discusses mobilization of support for current school reforms in the primary and secondary general education school in the USSR, including the vocational and technical education system.

Thaler, Ruth E. "Public Relations from the Soviet Side—A New Age for the Field?" *Communication World*, v2 n3 p20-23 Mar 1986.

Asserts that when Soviet leader Mikhail Gorbachev came West for his summit with President Reagan, a whole new Soviet attitude toward PR came with him. Explains that the Russians used the best Western techniques to project a new, more modern, more open image.

Thirlwell, A. J. "Australian Sugar Industry Fights Back: How a Well Planned Communication Campaign Turned the Tide," *Communication World*, v3 n9 p20-22 Oct 1986.

Reports that in the early 1980s sugar was portrayed in the media as white death, with nearly every ailment associated with the use of sugar. Explains that the Australian sugar industry and CSR limited, a government-sponsored sugar refiner and marketer, developed a plan to communicate a better image for sugar among Australian consumers.

Thomas, Hester. "Public Relations: a Modest Success," *Marketing (UK)*, v27 n7 p51-53 Nov 13 1986.

Asserts that by using media approaches that are more subtle than advertising, British PR is able to promote previously unmentionable products and services, such as condoms, without offending their target audiences.

Upton, Gillian. "Wooing the Yanks Back," *Marketing (UK)*, v25 n13 p20-24 Jun 26 1986.

Offers a solution for regaining the tourist market following terrorist disasters and threats.

van der Meiden, Anne. "A Report on the Dutch Public Relations Profession," *International Public Relations Review*, v1 n1 p10-12 Spr 1987.

Reports on a widening gap between PR and its professional association in the Netherlands.

White, Rene. "Beyond Berlitz: How to Penetrate Foreign Markets Through Effective Communications," *Public Relations Quarterly*, v31 n2 p12-16 Sum 1986.

Discusses communications techniques that can help PR professionals market their clients' products overseas.

Books

Dunn, S. W.; Cahil, M. F. *How 15 Transnational Corporations Manage Public Affairs*. Lincolnwood, IL: National Textbook Company. 1986. 128pp.

Examines international public affairs through case studies of Mobil, Caterpillar, PepsiCo, ITT and others who reveal their operations.

Hoogvelt, Dr. Ankie; and others. *Multinational Enterprise: an Encyclopedic Dictionary of Concepts and Terms*. NY: Nichols Publishing Company, 1986. 352pp.

Presents a dictionary that is the first reference guide to the ever-increasing technical and theoretical terminology of multinationals. This guide brings together relevant concepts and terms from several disciplines: economics, law, management, sociology and politics. It also covers international regulations, codes, and treaties.

Morais, Benedict; Adnan, Hamadan, ed. *Public Relations: the Malaysian Experience*. Malaysia: IPRM. 1987. 259pp.

States that contributors are PR practitioners from the corporate sector, consultancies, government, academicians and public interest groups.

Mowlana, Hamid. *Global Information and World Communication*. New York: Longman. 1986. 256pp.

Gives the first comprehensive analysis of the global flow of information and world communication systems. Treats the subject with the view that world society in general and international relations in particular can only be understood through a study of the messenger and communication facilities.

Issues Management

Journals

Bergner, Douglas J. "The Maturing of Public Interest Groups," *Public Relations Quarterly*, v31 n3 p14-16 Fall 1986.

Explains that public interest groups are branching out into multiple levels of policymaking, including the state and federal level. States that public interest groups have become more professional and their role in the policy-making process has matured. Concludes that public interest groups help set the political agenda.

Birkhead, Douglas; Butler, John. "Keeping Flexible in the PR Skirmish: and How Exxon Didn't," *Public Relations Quarterly*, v31 n2 p20-22 Sum 1986.

Cites that when a Louisiana legislator commented that citizens of the state were stupid and lazy, and illustrated his points by describing workers at a local Exxon refinery as typical of what was wrong with the state, Exxon PR experts released a statement calling the state representative's remarks unfortunate and uniformed. Discusses and analyzes the ensuing press releases and statements from both sides.

Brown, Paul B.; Pearlstein, Steven. "Futurist Laurel Cutler," *Inc.*, v9 n12 p45 Nov 1987.

Interviews Cutler, Vice-chairman of FCB/Leber Katz Partners, who predicts changes in the consumer climate for clients. Includes the issues of specialization and segmentation in the marketplace, the changing character of U.S. consumers, demographic trends, and market research.

Detweiler, John S. "Monitoring 'Entitlement' Attitudes in the '80s," *Public Relations Review*, v12 n3 p28-41 Fall 1986.

Updates the 1979 Public Relations Society of America's (PRSA) benchmark survey of entitlement attitudes to which respondents in a national sample felt they were entitled. They name 18 items, from crime-free communities to the right to use drugs for pleasure.

Ebel, Richard G.; and others. "Proactive Image Management," *Association Management*, v39 n7 p47 Jul 1986.

Asserts that the significance of specialty advertising traditionally has been overlooked in the promotional mix. Reports that three years before, the Specialty Advertising Association International decided to examine the problem and find ways to show the importance of specialty ads. States that it hired a marketing research firm to study the problem and recommend a strategic plan for managing the image of the industry.

Elliott, Stephen B.; and others. "The Issue of Issue Ads: W. R. Grace, the Networks, and the First Amendment," *Public Relations Journal*, v42 n10 p30-32,42-43 Oct 1986.

Describes that in January 1986, W. R. Grace and Company produced a television commercial about the federal deficit that was rejected by the networks on the grounds that the ads violated the Fairness Doctrine. Executives from the broadcasting and PR industries discuss the implications of this case.

Geduldig, Alfred. "Is Hay a Four-Letter Word?" *Public Relations Journal*, v42 n3 p12 Mar 1986.

Asserts that the Hay system for evaluation of the relative worth of various corporate jobs undervalues the PR staff. Argues that the problem is in the ways the Hay scale weighs accountability, the impact of jobs on the bottom line. Concludes that PR is largely intangible and the Hay scale will never recognize anything but readily measurable facts.

Gordon, Gloria; McGoon, Cliff. "What Are the Issues that Will Shape 1987?" *Communication World*, v4 n1 p12-19 Jan 1987.

Asks top communication and PR specialists from around the world to identify the issues facing the profession. In the most comprehensive examination ever assembled in one publication, these experts discuss the key concerns for global communication professionals.

Gossen, Ron; Sharp, Kay. "Managing the Dispute Resolution," *Public Relations Journal*, v43 n12 p35-36 Dec 1987.

Reports that designing and implementing processes to prevent or resolve disputes in the business public-policy arena, are services beginning to be widely demanded of PR practitioners.

Hammond, Sherry C.; and others. "How One Company Went Smokeless," *Harvard Business Review*, v65 n6 p44-45 Nov-Dec 1987.

Reports that Blue Cross/Blue Shield of Maryland began 1987 with a new smoke-free policy. Reveals that the company used a 3-phase program to implement the change with minimum disruption. Concludes that success of the program was due to the following factors: top management support, follow-through, effective communication from many sources focusing on the positive benefit of the change.

Harrison, E. Bruce. "Pressing or Passe?" *Public Relations Journal*, v43 n3 p4-5 Mar 1987.

Addresses the need for a PR response to energy and environmental issues. Shows that these concerns clearly remain important to Americans.

Heath, Robert; Douglas, William. "Issues Advertising and its Effect on Opinion Recall," *Public Relations Review*, v12 n2 p47-56 Sum 1986.

Claims that issue advertising aims to inform and influence the public on a controversial topic that has political and social undertones. Recounts that to test whether print advertisement or television ads were more effective in this field of PR, a study was conducted in which 74 female and 42 male students participated in controlled laboratory conditions. Findings indicate that recall of ads on issues was stronger in the print media than on television.

Hickey, Brian. "Saving the Capsule," *Public Relations Journal*, v42 n6 p9-10 Jun 1986.

Explains how Warner Lambert Company initiated a new PR campaign for its capsule division following the decision of Johnson and Johnson to discontinue the use of capsules. States that to alleviate the fears of the public and to prevent sales from dropping, a video news clip was developed for distribution to media that showed capsule sealing processes and the results of tampering.

Jacobs, Mark. "Closing the Generating Gap," *Public Relations Journal*, v43 n5 p18-19,22-23,39 May 1987.

Examines how changes in the PR practices of the American nuclear-power industry since the Three Mile Island accident helped avoid a PR nightmare after the Chernobyl accident. Reveals that one of the lessons of the Three Mile Island accident was that timely and accurate information is essential during the aftermath of any nuclear plant accident.

Levy, Ronald N. "Issues Management: Measuring Your Success," *Public Relations Quarterly*, v22 n3 p17-18 Fall 1987.

Prescribes an expanded role for the issues manager, to include responding immediately to changes if only to express a commitment to the public's right to know, and to identify those groups that have a stake in resolving the issue.

Merrick, Arthur P. "Bank Marketing Paying Dividends?" *Public Relations Journal*, v42 n9 p23 Sept 1986.

Identifies the marketing issues facing banks following deregulation.

Miller, William H. "Issue Management: No Longer a Sideshow," *Industry Week*, v235 n5 p125-129 Nov 2 1987.

Asserts that issues management is finding a place in U.S. business. Finds that it is not easy to define this type of management because it incorporates PR, government relations, public affairs, crisis management, and strategic planning.

Moss, Michael. "The Poverty Story," *Columbia Journalism Review*, v26 n2 p43-54 Jul-Aug 1987.

Charges that reporters discover the poor but do not explore the causes and solutions of poverty. Claims that the media must arouse concern and action, not pity. States that the media focus on specific people and human interest rather than the greater issues of politics and economics. Discusses the effect of this superficial coverage on public opinion and political action.

Nelson, Richard A.; Heath, Robert L. "A Systems Model for Corporate Issues Management," *Public Relations Quarterly*, v31 n3 p20-25 Fall 1986.

Asserts that companies are becoming more committed to issues management, often establishing staff positions to support the function. States that responsibilities include identifying possible legislation, executing a PR campaign, and introducing appropriate lobbying strategies.

Olasky, Marvin N. "Abortion Rights: Anatomy of a Negative Campaign," *Public Relations Review*, v13 n3 p12-23 Fall 1987.

Analyzes a highly successful negative PR campaign carried on by major pro-choice organizations during the 18 months from October 1985 through March 1987. Explores the effectiveness of such a campaign, and questions the ethics.

Paul, Ronald N.; Taylor, James W. "The State of Strategic Planning," *Business*, v36 n1 p37-43 Jan-Feb 1986.

Examines the role of strategic planning in Fortune 500 companies. Includes how the function fits in their organization, how many people were involved, and other factors. States that strategic planning is concerned with the what of corporate operations while operational planning deals with the how.

Pinsdorf, Marion K. "Ten Business Trends and What They Mean to a Communicator," *Communication World*, v4 n1 p20-28 Jan 1987.

Asserts that communicators must clearly understand the realities faced by their companies, viewing trends in fresh, utilitarian ways. Reveals that among 10 trends of importance to communicators and business are: power and wealth will shift to the Pacific Rim; new-breed workers will be project-motivated; there will be an overdose of information that obscures goals; legal, public, and product liabilities will increase; executives will be unable to hide anything from intense investigations; and corporate officers must learn to compete in television broadcasting to convey the desired message.

Policano, Christopher. "Smoke Screens," *Public Relations Journal*, v42 n3 p13-14 Mar 1986.

Asserts that tobacco companies and the medical establishment alike claim that they won the American Medical Association's recent blitz attack on cigarettes, but the jury is still out. The AMA's communications director claims that a New York Times reporter allowed the association to report its anti-cigarette stand when he called about another related subject. Philip Morris U.S.A. feels that coverage was biased, and has started its own magazine as part of a counter-campaign to give its side.

Powills, Suzanne. "Coalition Educates Employees about AIDS," *Hospitals*, v61 p67 Apr 5 1987.

Reveals that about 115 corporations in San Francisco's Bay Area formed a coalition to educate their employees about AIDS. States that among their teaching tools were a manual for employees, a film, and brochure. Concludes that they found that the coalition was a much more effective and economical way to combat a common problem.

Pringle, Charles D. "Managing a Closed System in an Open Systems World," *Business*, v36 n4 p3-8 Oct-Dec 1986.

Claims that strategic planning and environment scanning can help management forge a link between business and its environment. States that managers can use environmental scanning to determine whether proactive or reactive behavior is more appropriate to retain organization effectiveness.

Raddon, G. H. "Community Bank Strategies: Rate Decline, Service Quality Open Windows of Opportunity," *Bank Marketing*, v18n10 p8-10 Oct 1986.

Explains that a 1986 consumer banking survey of 1,200 households, conducted by Raddon Financial Group, yielded results that, when discussed with personnel from over 300 financial institutions, identified issues of concern for the future.

Schacther, Victor; and others. "Legal and Enlightened Corporate Policy," *Across the Board*, v24 n9 p48-52 Sept 1987.

Answers 22 questions most often asked regarding AIDS in the office. Claims that the authors' intent is to provide guidelines for handling AIDS in the office safely, compassionately, and lawfully.

Schwed, Paula. "Report on State Trends," *Association Management*, v39 n2 p72-75 Apr 1986.

Discusses that associations are watching the bellweather states of California, Texas, and Florida for trends on such issues as unitary taxes, PAC reform, and infrastructure financing.

Spooner, Lisa. "Anniversaries Offer a Multifaceted Marketing Tool," *Savings Institutions*, v107 n8 p77-79 Aug 1986.

Cites cases where savings institutions have used anniversary celebrations to promote their services.

Steiber, Steven R. "AIDS Ranked as a No. 1 Health Problem," *Hospitals*, v61 p104 May 5 1987.

Finds that most people are concerned more about the economy and personal finances than national social issues. Reveals that most respondents chose AIDS and other social diseases as the most serious national health problem. States that persons who earn higher wages were most concerned about high health-care costs and the economy. Concludes that problems that respondents expect to become more threatening to them in the future are nuclear war and cancer.

----------. "Public Supports AIDS Education, Research," *Hospitals*, v61 p67 Jan 5 1987.

Reveals that SRI Gallup survey found that 70% agreed that federal funding should be used for AIDS research. Claims that most respondents were inadequately informed abut the disease. States that those with less education and older respondents knew less.

----------. "Right to Die: Public Balks at Deciding for Others," *Hospitals*, v61 p72 Mar 5 1987.

Reveals that 70% of the respondents to a survey are willing to have a life-support system disconnected for themselves; 46% are willing to disconnect life-support systems for a relative.

Stroup, Margaret. "Issues Management," *International Public Relations Review*, v10 n1 p28-31 Feb 1986.

Describes how Monsanto identifies issues before they occur. The author names three steps: recruit volunteers, constantly evaluate and improve the process, and respond quickly.

Stuller, Jay. "The Balance of Terror on Main Street, USA," *Across the Board*, v24 n2 p37-41 Feb 1987.

Addresses the growing nuclear-free zone movement and its effects on business. Claims that the movement's interests conflict with those of corporations and employees who depend upon, or are tied to, defense contracts or the U.S. nuclear arsenal for their business.

Turk, Judy VanSlyke. "Forecasting Tomorrow's Public Relations," *Public Relations Review*, v12 n3 p12-21 Fall 1986.

Asserts that the role of the corporate communicator, as liaison between the organization and the world, lends itself to the task of making the organization responsive to changing conditions. Includes techniques that the communicator as planner can use to anticipate trends: scanning (reading selected materials to spot changes in values or conditions), trend extrapolation, Delphi study (the process of combining conflicting or incomplete sources of information to form a consensus), and scenario building.

Vogel, David. "The Study of Social Issues in Management: A Critical Appraisal," *California Management Review*, v28 n2 p142-151 Win 1986.

Offers a two-part criticism of the current state of research and teaching in business and society courses and programs. One side claims that the social and political issues that are taught need to be updated; the other view claims that social and ethical views, no matter how updated, will continue to be biased and distorted by the biases and assumptions of the teachers and scholars. This article is rebutted in the same issue of the magazine.

Books

Heath, R. L. *Issues Management: Corporate Public Policymaking in an Information Society*. Beverly Hills, CA: Sage. 1986. 256pp.

Explains that according to the foreword by Raymond Ewing, this is the first book to take a broad view of the burgeoning field, identify the multiple results that can be achieved, and focus on the tools, including advocacy advertising. Argues for more integration of issues management into the organization's overall planning.

McCraw, T. K., ed. *America Versus Japan*. Boston: Harvard Business School Press. 1986. 390pp.

Attempts to shed light on public policymaking for business in America and Japan by means of nine topical areas: trade, investment, production and distribution, agriculture, energy, the environment, financial institutions, tax and disinvestments.

Law

Journals

Birrell, George A. "Legal Scholars v. Business," *Across the Board*, v24 n7,8 p7-12 Jul-Aug 1987.

States that the American Law Institute's Corporate Governance Project proposes increase in directors' responsibility and liability, a change in shareholder suits so that filing is easier and defending is more difficult, an increase in the courts' criticism of business decisions, and a change in the operations of, and relationships between, the board of directors and management.

Boylan, James. "How Free is the Press?" *Columbia Journalism Review*, v26 n3 p27-32 Sept-Oct 1987.

Outlines the history of the freedom-of-the-press issue, beginning with the freedom of information and right to know movements of the 1930s.

Burda, David. "Referral Services Can Link Hospitals with Lawsuit," *Hospitals*, v61 p36 May 20 1987.

Asserts that physician referral services can lead to negligence charges. States that some situations that could provoke a lawsuit are: unqualified counselors, referral of unqualified physicians, poor advice given, advice given does not follow protocol or exceeds counselor qualifications.

Carr, Bradley G. "Credible Communications for the Professions," *International Public Relations Review*, v1 n3 p13-17 Dec 1987.

Traces the growing sophistication of lawyers since the U.S. Supreme Court struck down the prohibition against lawyers advertising.

Durant, Sandra B.; Isaacs, Audrey J. "The Law, Loyalty and Communication," *Communication World*, v4 n10 p30-31 Oct 1987.

Asserts that until recently, non-unionized employees could be fired for almost any reason unless the firing violated a private contract or federal anti-discrimination or veterans' preference status. Reveals that in some states, employees now have protection more like that of their non-unionized European and Japanese counterparts. Discusses legal ramifications of this issue and the importance of working closely with management to promote understanding of these laws. States that a benefit is increased loyalty. Examines communication as a key to flagging loyalty (in a sidebar).

Harrison, E. Bruce. "Lemons and Litigation," *Public Relations Journal*, v42 n6 p20-24,43 Jun 1986.

Cites that in 1984 the number of product liability lawsuits in the courts grew to 10,745 from 1,579 in 1975, and the number of multi-million dollar awards in 1984 was 401 compared to 251 in 1982 and one in 1961. Concludes that increases in litigation have resulted in increased insurance costs, fewer jobs, fewer products, and products that are more expensive.

Murray, Leo; McClincky, J. M. "On Trial," *Public Relations Journal*, v42 n1 p26-29 Jan 1986.

Describes the role of PR counsel during the litigation procedures that surrounded the trial of John Lakian, a contender for the Massachusetts Republican governorship, and the *Boston Globe* newspaper. States that PR proved to be favorable for this public figure's litigation suit.

Rock, Stuart. "The Law Learns to Solicit for Business," *Director* (UK), v41 n4 p103-104 Nov 1987.

Describes the effects of the lifting of a ban on advertising legal services in the United Kingdom.

Rosen, Dan. "Coping with Copyright," *Communication World*, v3 n11 p18-19 Dec 1986.

Asserts use and misuse of copyright when producing audiovisuals is not an issue for lawyers only to deal with; communicators must know how the law works to avoid violation. A professor/attorney explains how copyright protects all involved when used properly.

Walsh, Frank. "Commercial Speech," *Public Relations Journal*, v42 n9 p9-10 Sept 1986.

Reports that the Supreme Court has reversed a trend of extending First Amendment protection to commercial speech, and has distinguished between speech and commercial speech in its decision of the case, *Pasados de Puerto Rico v. Tourism Co.*

Books

Barber, Susanna. *News Cameras in the Courtroom: a Free Press-Fair Trial Debate*. Norwood, NJ: Ablex. 1987. 168pp.

Presents a comprehensive analysis of the issue from a historical, legal and social-scientific perspective.

Diamond, Sidney. *Trademark Problems and How to Avoid Them,* Lincolnwood, IL: National Textbook Company. 1986. 288 pp.

Explains the ins and the outs of avoiding pitfalls in registering a trademark.

Dill, Barbara. *The Journalist's Handbook on Libel and Privacy*. NY: MacMillan. 1986. 275pp.

Dill, an attorney and editor, examines the legal rights of print and electronic journalists who must balance the public's right to know against the pressures of working in a litigious society. Reviews the landmark court decisions on libel law, and clarifies for media pros the crucial double standard between libeling public and private figures.

Management

Journals

Ackerman, Lawrence D. "Managing Your Corporate Identity," *Public Relations Journal*, v43 n5 p29 May 1987.

Proposes guidelines to putting in place a vital, productive program for a company that will stand the test of time. Outlines steps to a corporate identification system and ways it can be implemented.

Anderson, Mary A. "New Name, New Impact," *Presstime*, v9 n11 p34-36 Nov 1987.

Asserts that many journalism schools, seeking to address growing advertising and PR constituencies or to find a more comfortable niche within academe, have become schools of communication. Notes that more journalism programs tag on additional words like "mass communications" to broaden constituencies. States that the name changes reflect increased influence of advertising, PR, and other disciplines.

Bacas, Harry. "Teen-age Workers: Where Are They?" *Nations Business*, v74 n8 p18-25 Aug 1986.

Offers two approaches; one is to try creative approaches to filling entry-level positions and keeping workers happy and interested, and the other is to dip into the expanding pool of senior citizens.

Badaracco, Claire. "The Sonesta Effect," *Public Relations Quarterly*, v32 n2 p11-13 Sum 1987.

Reports that the Sonesta International Hotel Corporation is a well-managed organization, from a service industry communications standpoint. States that the Sonesta effect is a devotion to integrative product design that goes beyond the norm in the hospitality industry. Indicates that part of Sonesta's success is its corporate communications, which is a full partner in product planning, design, and delivery.

----------. "Communication Management in a Service Economy: Building the Operating Spoke," *Public Relations Quarterly*, v32 n2 p5-10 Sum 1987.

Compares the PR philosophies, capabilities, and operations of five global service corporations. Notes that these organizations are representative of 15 that were visited to investigate communications policies, strategies, and budgets. Asserts that this research found a disproportionate expenditure in advertising relative to PR and little understanding of media relations or management of media.

Baer, Daniel H. "How to Ensure Your Firm's Future," *Public Relations Journal*, v43 n8 p29-30 Aug 1987.

Describes a plan to assure successful operation of a PR firm, to include long-range planning and developing a consistent business style.

Baig, E.C. "America's Most Admired Corporations," *Fortune*, v115 n2 p18-64 Jan 19 1987.

Indicates that *Fortune* magazine's annual survey of the most (and least) admired corporations had a few surprises this year; most notably, IBM dropped from No. 1 to No. 7. Merck Pharmaceuticals ranked first, followed by Liz Claiborne apparel. Least admired was Trans World Airlines, with Pan Am, LTV and Union Carbide all on the least admired list.

Baker, W. Randolph. "Sell Your Management on the Value of Communications," *Public Relations Quarterly*, v31 n4 p39-31 Win 1987.

Asserts that communications involve both marketing and PR, and the objective is behavior modification or reinforcement by those toward whom the message is directed. Reveals that marketing aims to stimulate demand for the goods or services of an organization, while PR strives to influence people to think a certain thought and/or to take a certain action.

Berger, Chester. "My Life in Public Relations," *Public Relations Quarterly*, v32 n1 p24-30 Spr 1987.

Reports that Chester Burger entered the PR field after being fired from his television news job. Asserts that Burger discovered the value of listening. States that he found that prospective clients were primarily interested in their own problems and that, by being a good listener, he was much more successful in attracting new business.

Bernstein, Jack. "PR Favorites Include *Time*, *Journal*," *Advertising Age*, v58 n47 p59 Nov 2 1987.

Reports that about 100 senior PR executives from leading agencies, major corporations, and financial institutions were surveyed on their preferences in placing an important, favorable business story in certain media categories. Indicates that for the third straight year, *Time* was the clear choice in the general news category of both agency and corporate people, and *The Wall Street Journal* achieved similar dominance. Notes that in the broadcast area, "NBC Nightly News" was favored by the agency representatives, but "CBS Evening News" was preferred by the corporate PR executives. States that in early-morning television, there was a near tie between "Today" and "Good Morning America."

----------. "What Say We Call it Public Relations?" *Advertising Age*, v58 n19 p83 May 4 1987.

Reports that the Public Relations Society of America formed a Special Committee on Technology to examine the numerous terms that describe what its members do. States that after considering such terms as corporate affairs, corporate relations, media relations, public affairs, and community relations, the committee finally settled on PR. Concludes that what is needed is a nonspecific, umbrella term that does not become associated with any type of function. Notes that the diversity of titles and terminologies splinters the image.

"Best Managed Companies," *Dun's Business Monthly*, v127 n12 p25-37 Dec 1986.

Proves that commitment to goals, careful planning, and attention to detail are the keys to market dominance.

Birch, David L. "The Q Factor," *Inc.*, v9 n4 p53-54 Apr 1987.

States that a city's growth is not determined by the companies moving into the city or the plant closings and layoffs in the city. States that growth is determined by job-replacement rates in a city. Concludes that the factors that affect the job-replacement rate are the justifiability of higher costs, quality, labor force, local government, and telecommunications systems.

Brouillette, Geoff. "P.R. Checkup," *U.S. Banker*, v98 n3 p32-34 Mar 1987.

Asserts that ultimately, PR in banking is the job of the chief executive officer. Claims that the CEO of most medium to large institutions must rely upon PR directors. Indicates that to determine if a PR director is competent, it is necessary to consider among other factors, the director's (1) knowledge of banking; (2) knowledge of potential problems and opportunities in banking; (3) ability to communication with the CEO; (4) ability to communicate with the public; and (5) ability to provide feedback to the CEO.

Bryan, John H. Jr. "Arriving at a Point of View," *Across the Board*, v24 n4 p4-5 Apr 1987.

Provides guidelines for business executives to develop and articulate a reasonably well thought-out point of view on a limited number of public issues. States that the guidelines are: (1) limit range of subject; (2) consider both sides before developing an opinion; (3) do not necessarily adopt the current popular point of view; (4) admit a conflict of interest if one exists, but do not change your opinion; (5) be consistent but also willing to change; and (6) realize the elusiveness of truth and form an opinion even if there is no absolute truth on the issue.

Budd, John F. Jr. "Entrepreneurs Needed in PR," *International Public Relations Review*, v1 n2 p2-5 Aut 1987.

Makes a case for small PR firms and PR generalists. Speaks out against splintering PR into specialties.

Burdette, Melinda J. "Battling the Bottlenecks," *Currents*, v13 n4 p24-27 Apr 1987.

Names enemies of long-range planning, among them non-conformity with other institutional plans, turnover of strategic personnel, and inflexibility.

Burlingham, Bo. "Managers' Manager: John Humphrey," *Inc.*, v9 n10 p49-58 Sept 1987.

Discusses effective management with John Humphrey. Specifically, Humphrey talks about employee relations, customer relations, changing management practices, goal-setting, vision, and organizational structure and strategy.

Carey, Richard Adam; Zotti, Ed. "Behind the Bylines: Part 2," *Public Relations Journal*, v43 n1 p12-17,39 Jan 1987.

Presents the second installment of a series on the people whose personalities and professional views shape the newsletters that cover the field. This installment focuses on Pat Jackson of *PR Reporter*, and Larry Ragan of the *Ragan Report*.

Center, Allen H. "Is Our Profession Ready to Conquer the New Challenges?" *Public Relations Review*, v13 n1 p10-12 Spr 1987.

States that PR must clearly identify and commit to a professional goal that is morally sound and will separate the true professionals from the pretenders.

Charlton, Richard G. "A Primer for the Incoming Communication Director," *Communication World*, v4 n1 p38-39 Jan 1987.

Asserts that the incoming communication director's ultimate success depends upon how the first few months of the job are spent. Notes that after reaching a clear mutual understanding of the job's basic mission and priorities, the director can proceed with the communications management process. States that this entails 5 main steps: (1) take time to meet and informally talk with each staff member, (2) brief staff on general plans, (3) develop a statement of valid communication objectives, (4) draft a communication policy that can and will meet the company's communication needs, and (5) make sure the organization has a current, workable emergency media relations plan to handle crisis situations.

Cherskov, Myk. "In Search of Excellence: a Road Map for CEOs," *Hospitals*, v61 p91-92 May 20 1987.

Interviews Tom Peters, coauthor of *In Search of Excellence*, who discusses his management strategy as it applies to hospitals.

Cluff, Susan. "The Changing Pace of Corporate Communication," *Communication World*, v4 n6 p27-31 May 1987.

Blames rising costs, shrinking markets, and volatile public opinion effecting change in corporate communications. Pat Jackson, editor of PR Reporter, points to a trend away from old-fashioned communications toward new, often temporary, solutions tailored to very specific needs. Concludes that companies battling serious issues may want to hire a top, proven communicator to operate at the center of the management decision process.

Cottier, R.T. "Communications: a Management Strategy, Not a Professional Technique," *Vital Speeches*, v53 n18 p556-559 Jul 1 1987.

Indicates that the principal reason for most failed decisions is that they were made in an environmental vacuum. Asserts that in most traditional corporate decision circles, the decisions are made without knowledge of, or concern with, communications and the outside environment. States that consequently, two key elements in any successful decision process rarely are considered: (1) the vulnerabilities of the external implications of the decision and how they can be overcome, and (2) the communications necessities and opportunities of the decision.

Crabb, Donald F. Jr. "Allstate's Communication Strategy: It's a Tool for Growth," *Communication World*, v3 n5 p24-26 May 1986.

Asserts that the CEO of Allstate guided his company through a major management overhaul. Some of the strategy he describes in this article is finding its way into communication management elsewhere.

Craig, William W. "Genuine Senior Management Support Needed to Make Public Relations Work," *Canada Business Review*, v14 n1 p22-25 Spr 1987.

States that for a PR program to be effective, it must have the support of senior management. Notes that the support can take many forms. States that, for instance, the chief executive can indicate to the management team that decisions should be evaluated in terms of their influence on public perceptions.

Darling, John R.; Taylor, Raymond E. "Upward Management: Getting in Step With the Boss," *Business*, v36 n2 p3-8 Apr-Jun 1986.

Discusses the strengths of four basic social styles: analytical, driving, amiable, and expressive. Concludes that the last is best for innovation and persuasion.

Dennis, Lloyd B. "Redefining the Role of Public Affairs," *New Management*, v4 n1 p50-53 Sum 1986.

Contends that today's volatile business climate requires a redefinition of the public affairs role. Recommends that public affairs personnel be in a position to influence management to consider all the external implications of every decision.

Dilenschneider, Robert. "Platform Presentation to Harvard Business School," *Public Relations Review*, v11 n3 p6-9 Dec 1987.

Discusses that the CEO of Hill and Knowlton uses the prestigious Harvard Business School as a platform for reminding future captains of industry that PR skills are a key factor in being selected as a CEO and succeeding as one.

Dilks, Carol; Croft, Nancy L. "Child Care: Your Baby," *Nations Business*, v74 n12 p16-22 Dec 1986.

Gives a case history of an industrial park that set up a day care for its corporate tenants' workers.

Einhorn, Hillel J.; Hogarth, Robin M. "Decision Making: Going Forward in Reverse," *Harvard Business Review*, v65 n1 p66-70 Jan-Feb 1987.

Asserts that looking backward and drawing on past experiences can improve decision making. States that causes and effects can be determined by searching for patterns, linking events, and formulating theories and metaphors. Concludes that backward thinking can be improved by looking for unexpected causes, searching for more than one clue to a cause, and by describing situations in many different ways.

Ettoree, John J. "Truckers Clean Up Safety Image," *Handling & Shipping Management*, v28 n7 p41-44 Jul 1987.

Describes the process by which truckers are trying to improve their safety image and performance. States that actions by major trucking lines include: (1) putting only experienced drivers on the road, (2) screening for drug use and personality weaknesses, (3) indoctrinating new employees in company safety policies, and (4) providing safety inducements such as citations, cash bonuses, merchandise awards, vacation trips, and mileage and pay differentials.

"Forbes 500, The," *Forbes*, v137 Special Edition p116-178 Spr 1986.

Ranks the top 500 companies by sales, profits, cash flow, assets, market value, jobs, productivity, and stock market performance.

Garvin, D. A. "Quality Problems, Policies and Attitudes in the United States and Japan: an Exploratory Study," *Academy of Management Journal*, v29 n4 p653-673 Dec 1986.

Gives the report and analysis of a study based on surveys of first-line supervisors to compare practices and attitudes concerning quality and quality control in the United States and Japan. States the central issue as differences in relationships between management and work force commitments to high quality, pressure to produce high quality goods versus quantity, and high quality performance generally.

Gilsdorf, Jeannette W. "Written Corporate Communication Policy: Extent, Coverage, Costs, Benefits," *Journal of Business Communication*, v24 n3 p35-52 Fall 1986.

Notes that examination of about 30 corporate communications policies allowed some inferences concerning what forms such policies might take. Communication policy states a company's chief communication values at the highest and most inclusive level and ideally integrates mission and goals with the communication function.

Goldman, Elaine. "America's Corporate Implosion Middle Management," *Vital Speeches*, v52 n11 p329-332 Mar 15 1986.

Discusses the implications for corporate communication in downsizing. Concludes that as a result, more companies will seek services outside the firm, and there will be greater opportunities for consultants.

Goodsite, Bruce H. "Communication Thaws GM's Frozen Middle," *Communication World*, v4 n10 p20-27 Oct 1987.

Asserts that it has taken General Motors' Alvie Smith 15 years to lead the company's managers out of the frozen middle of management policy-making. States that GM has launched a diversified attack on what it calls the frozen middle in its employee communication system, a plan to make its entire management/supervisory group a more active force in employee communications.

Goodspeed, John. "John Rizzo: Bursting the Walls of Tradition," *High-Tech Marketing Journal*, v4 n1 p14-18 Jan 1987.

Describes the five-year plan of the CEO of a high-tech company that was developed with help from advertising and PR firms.

Hall, George E. "Reflections on Running a Diversified Company," *Harvard Business Review*, v65 n1 p84-92 Jan-Feb 1987.

Offers suggestions for all companies large or small that must deal with growth and diversity, as follow: pushing planning down to the business units, balancing centralization and decentralization, using objective methods of measuring performance, adapting incentive systems to the different situations, and creating a strong personnel office at the corporate level.

Hartman, Curtis. "Who Ya Gonna Call? Gaff Busters!" *Inc.*, v9 n1 p12 Jan 1987.

Reports that Executive Etiquette Company was founded by Wayne and Linda Philips to teach proper manners to business people. Explains that they conduct seminars at companies so that employees who represent the organization in public will have polish.

Hessert, Kathleen. "Southern Hospitality," *Public Relations Journal*, v43 n8 p10 Aug 1987.

States that the boom in many areas of the sun belt has produced a boom in the PR business in these locales. Asserts that transplanted northern companies arrive with the knowledge of what a well-planned PR program can do, and area counseling firms are accepted as more than just press-release factories.

Howard, Carole; Mathews, Wilma. "Marketing Communications is Not Hucksterism," *Public Relations Quarterly*, v30 n4 p17-20 Win 1985-1986.

Asserts that an essential element in marketing communications is a relationship between the PR and the marketing people who pool their knowledge and utilize each other's skills.

Howard, Elizabeth. "Mergers Put Communicators in the Middle," *Communication World*, v3 n5 p20-23 May 1986.

Gives case histories of several communicators who have experienced and survived merger communications.

----------. "Merger Communication: What Can You Do?" *Communication World*, v3 n2 p29-30 Feb 1986.

Asserts that with merger mania spreading, new rules are being adopted for spreading the news. Concludes that there must be more emphasis on gains for both employees and shareowners.

----------. "Paul H. Elicker Discusses the Changing Face of Business," *Communication World*, v3 n7 p14-15 Aug 1986.

CEO of SCM shares his observations and experiences in today's volatile business climate of mergers, acquisitions, and business in an expanding global community.

Hutton, Cynthia. "America's Most Admired Corporations," *Fortune*, v114 n12 p16-27 Jan 1986.

Reports that the top five are IBM, 3M, Dow Jones, Coca-Cola and Merck; at the bottom are mining, metal manufacturing, paper products, and financial institutions; Bank America is number 289 out of 292. States that among the admired qualities of management are innovation, ability to attract and hold good people, product or service quality, and community and environmental responsibility.

Hutton, Jim. "Thinking Corporate Identity," *Public Relations Journal*, v43 n5 p25-26 May 1987.

Asserts that PR executives have long known that corporate identity is more than just a fancy logo. States that an organization's name and visual identity can be major long-term assets and can greatly influence the purchase of its products. Explains the five identity factors that may come into play in a consumer's evaluation of a product.

Isenberg, Daniel J. "The Tactics of Strategic Opportunism," *Harvard Business Review*, v65 n2 p92-97 Mar-Apr 1987.

Asserts that effective management requires a balance between short-term demands and long-term goals. Claims that managers should be open to opportunities, evaluate and reassess goals, and be willing to make necessary adjustments, according to the author.

Kantrow, Alan M. "Cleaning Out the Corporate Attic" *Across the Board*, v24 n12 p49-53 Dec 1987.

Claims that while organizational traditions give confidence, purpose, and direction, they also give a constrained view. Asserts that vital organizations need to nurture and extend the reach and power of tradition.

States that genuine traditions encourage loyalty, but meaningless traditions are limiting and should be eliminated.

Lorsh, Jay W. "Managing Culture: the Invisible Barrier to Strategic Change," *California Management Review*, v28 n2 p95-109 Win 1986.

Asserts that core beliefs of top managers can inhibit strategic change. Argues that a company's culture can be a barrier to adapting to changes in a technological, regulatory and competitive environment.

Mann, Carl P. "How to Remove Group Think from Executive Decision-Making," *Public Relations Quarterly*, v31 n3 p28-31 Fall 1986.

Reviews both successful and unsuccessful examples of business intelligence gathering and presents guidelines on how to appraise the validity of information, particularly intelligence that is contrary to institutionalized self-interest.

Marks, Melvin L. "Chiefs in Beggars Clothes," *Across the Board*, v23 n9 p8,64 Sept 1986.

Asserts management by walking around is a way for chief executives to ensure that corporate policies are not creating unnecessary stress for employees or interrupting customer service. Stresses that visiting customer service sites allows executives to see for themselves how well (and how competitively) the company operates. Cites Charles Lubin, founder and former chief executive of Sara Lee, as an example of management by walking around, since he performed PR and customer service duties personally, while running the corporation.

Mitchell, Terence R.; Scott, William G. "Leadership Failures, the Distrusting Public, and Prospects of the Administrative State," *Public Administration Review*, v42 n6 p445-452 Nov-Dec 1987.

Claims that the decline in public confidence is due to the public's loss of belief that managers are responsibly exercising their stewardship. The authors report a survey that shows that loss of public confidence in managers does not necessarily result in similar loss of confidence in the institutions themselves.

Murray, T. J. "The New Wizard of Corporate Culture," *Dun's Business Monthly*, v127 n7 p36-40 Jul 1986.

Profiles Utah-based management consultant who specializes in changing corporate culture on demand. States that he teaches executives to change their behavior and adopt new values in a year-long program with monthly sessions to monitor progress. Reports that the basis of his program is to decide on which corporate culture is appropriate to one's organization and match behavior to objectives. States the corporate value is to make only those promises one can keep. The backbone of the course gives seven habits of excellence: proactivity, creativity, interdependency, empathy, synergy (teamwork), and consistency.

Nord, Kristen. "Raingear," *Public Relations Journal*, v43 n9 p22-26 Sept 1987.

Presents a feature on Ed Farulo, director of corporate advertising for the Travelers Insurance Company. Tells what it is really like under the umbrella (company logo), where deregulation has broadened services, and corporate advertising has become an increasingly important tool.

Rubinstein, Gwen. "Family Ties," *Association Management*, v39 n5 p56-60 May 1986.

Interviews an executive who believes the family one grew up in may have more to do with one's management style and staff relations than formal education, training, experience, or professional role models. The interviewee points out that similarities between the family and the organization: both have a hierarchy, siblings (co-workers), and similar problems in getting the team network to adopt shared goals and pull together to implement them; both depend on loyalty that accommodates criticism.

Saporito, Bill. "Cutting Costs Without Cutting People," *Fortune*, v115 n11 p26-32 May 25 1987.

Notes that intensified competition, changing technology, and market demand, have made many corporations very cost conscious. Reports that a good many, including Hallmark and Pacific Bell, have attacked this problem without resorting to huge layoffs. States that typically, redeployment is used as an alternative to unemployment. Further states that changing the way work is done, launching a blitz of new products, and retraining workers for new jobs often prove cheaper than firing.

----------. "The Revolt Against Working Smarter," *Fortune*, v114 n2 p58-65 Jul 1986.

Asserts that participative management, quality circles, work teams, and the like, are showing impressive results. States that a study of 101 industrial companies found that participatively managed companies outscored others on 13 of 14 financial measures.

Saunders, Charles B.; and others. "Alienation in Corporate America: Fact or Fable?" *Journal of Business Ethics*, v5 n4 p285-289 Aug 1986.

Presents data from the National Opinion Research Center that concludes that little dissatisfaction exists in any except the blue-collar group. Shows respondents were classified as management, white and blue collar, and the unaffiliated.

Scaffer, James C. "Mission Statements: Why Have Them?" *Communication World*, v4 n7 p14-15 Jun 1987.

Asserts that well-thought-out mission statements help achieve organizational objectives, but unfortunately many represent useless attempts to participate in the latest management fad. Author helps organizations create and communicate mission statements, which often include statements of purpose and core values; has identified characteristics of successful efforts and common denominators. Gives some tips on how to create a mission statement that works.

Schulze, Kenneth. "Out of the World," *Public Relations Journal*, v43 n11 p21-22 Nov 1987.

Describes the 100th anniversary celebration of the Eiffel Tower.

Semiloff, Margie. "Hank Schoening Runs Decentralized Network at Johnson & Johnson," *Network World*, v3 n21 p10 July 28 1986.

Describes a decentralized corporate communications system that will reduce over-reliance on technology and give more attention to human interaction.

Sheridan, John H. "Building Alliances," *Industry Week*, v234 n6 p28 Sep 21 1987.

Reports that at NCR Corporation management expresses concern in both its corporate mission statement and its corporate organization chart for creating value for all company stakeholders.

Sigband, Norman B. "The Uses of Meetings," *Nation's Business*, v75 n2 p28 Feb 1987.

Asserts that frequently, managers call meetings because they do not want to take responsibility for a decision. Reports that these meetings are costly, reduce the importance of meetings in general, and model poor management techniques for future managers. Notes that to eliminate these meetings, top management must allow decision-makers to fail.

Stern, Aimie. "Agency Mergers: the Perils for Advertisers" *Dun's Business Monthly*, v127 n7 p48-49 Jul 1986.

Gives corporate clients' major fears: Will creativity suffer? How will conflicts be resolved? The medium-sized accounts are leaving and seeking unattached agencies. Even the big accounts are wary about conflicts. States that the situation is made worse when PR firms become subsidiaries because the incomes from PR accounts cannot match those from the advertising accounts.

Stone, Gene; Burlington, Bo. "Workstyle," *Inc*, v8 n1 p45-54 Jan 1986.

Explains why owners of businesses are adopting a whole new approach to managing their people. Asserts that this new workstyle treats the workers as members of a large, productive, united family focused on making money for the company so that they all can prosper. It calls for strong participatory management style plus a social life of doing things together. Tells story through mini cases.

Suters, Everett T. "Hazzards of an Open Door Policy," *Inc.*, v9 n1 p99-102 Jan 1987.

Asserts that an open-door policy can provide an early warning of problems within the organization and promote positive relations.

Thaler, Ruth E. "The New CEO Smart, Savvy, Breaking the Mold," *Communication World*, v4 n7 p31-34 Jun 1987.

Sees the traditional 65-year-old white, male chief executive officer being replaced by younger men, women, and minorities who see internal communications and PR as important parts of the management process.

Tolley, James L. "Iacocca Still Charms the Media," *Communication World*, v4 n9 p21-23 Sept 1987.

Credits author's boss, Lee Iacocca, and his prominence and personality for putting the company in an unusual and enviable position. Reports that some of Chrysler's toughest news conferences were in 1979 and 1980 when the company was pleading for loans and federal loan guarantees.

Tushman, Michael; Nadler, David. "Organizing for Innovation," *California Management Review*, v28 n3 p74-92 Spr 1986.

Discusses the various types of innovation and focuses on how to organize for today's needs while managing for tomorrow's innovation.

Vancil, Richard F. "A Look at CEO Succession," *Harvard Business Review*, v65 n2 p107-117 Mar-Apr 1987.

Presents the author's observations on hundreds of CEO successions that have taken place over the last 25 years in 227 large companies. With the help of cartoonist Ed Fisher, sketches some of the main issues that have surfaced and offers insights into how the rise of professional managers has changed.

Verkuil, Paul R. "Charting a Course for Liberal Education in the Age of Technology: Corporations at Risk," *Vital Speeches*, v53 n1 p14-17 Oct 15 1986.

Reports that the Corporate Council of the Liberal Arts has been organized to determine how best to educate future business leaders. Explains that implicit in its mandate is the assumption that a liberal-arts training will best serve corporate managers of the future; however, what is needed is a convincing bottom-line justification of how the values and goals of traditional liberal education will best serve corporate employers and the public.

Webber, Alan M. "Red Auerbach on Management," *Harvard Business Review*, v65 n2 p84-91 Mar-Apr 1987.

Discusses the management philosophy of the President of the Boston Celtics basketball team. Indicates that his methods are based on loyalty, pride, teamwork, and discipline. Notes that much of his philosophy can be applied to business. The interview includes discussions of loyalty, trust, motivating employees, honesty, negotiating with employees, relationships with employees, teamwork, perks, and measuring employee contributions.

Weidenbaum, Murray L. "The Business Landscape in 2001," *Across the Board*, v23 n5 p60-64 May 1986.

Asserts that critics of private enterprise have underestimated the adaptive capability of American business. Describes the major forces that are reshaping the business landscape and getting American business ready for the 21st century. Gives more emphasis on research and development, more personal responsibility for the corporation on the part of employees, and a greater sense of accountability on the part of management.

Werle, Chuck. "Proving Your Worth to Your CEO," *Communication World*, v4 n10 p17-19 Oct 1987.

Asserts that to prove the value of communications/PR to an organization's bottom line, the communications manager must first be able to identify the standards for excellence in communications and PR. Notes that the key to success is to implement a planned communication program that produces results. States what a CEO can expect from a photographer and vice versa.

Wolfe, E. R. "An Upscale Strategy for Community Banks," *Bank Marketing*, v18 n10 p56-58 Oct 1986.

Asserts that community banks must use upscale strategies to survive because of increased competition due to nontraditional sources of financial services (such as Sears), non-bank banks like Merrill Lynch, and other commercial banks. Explains upscale banking involves providing specific services to upscale markets, consisting of local entrepreneurs and professionals. States that a small bank can ease into upscale banking without the commitment of large resources through these steps: identifying the local upscale market, surveying consumers for desired bank services, offering one or two services identified by the survey, and using direct-mail promotions to announce the new bank services offered.

Books

Beck, A. C.; Hillmar, E. D. *Positive Management Practices*. San Francisco: Jossey-Bass. 1986. 238pp.

Describes how to implement a practical and effective management approach to defining positive management practices. Describes what these practices are, why they work, and how to use them to ensure employee commitment.

Brody, E.W. *The Business of Public Relations*. NY: Praeger. 1987. 327pp.

Deals with topics that most authors overlook: time records, selecting a computer, physical facilities in setting up an agency or department; gives detailed information on budgets, and what practitioners should know about law, taxes, and contracts.

Cohen, P. M. *A Public Relations Primer: Thinking and Writing in Context*. Englewood Cliffs, NJ: Prentice Hall. 1987. 290pp.

Discusses the basics of PR, beginning with a history and proceeding step-by-step into the entire field.

Greenberg, E. S. *Workplace Democracy: the Political Effects of Participation*. Ithaca: Cornell University Press. 1986. 183pp plus references and bibliography.

Asserts that this book is the result of an in-depth study of several industries combined with further in-depth interviews with their managements and workers. The author discusses the special appeal of workplace democracy or participatory managements, the alienation that can continue to exist, and the political effects.

Hartley, R. F. *Management Mistakes*. 2nd ed. NY: Wiley. 1986. 285pp.

Devotes a chapter to each management mistake. Describes some classics like the dictatorial management at Montgomery Ward that moved it from first to fourth place among catalogue retailers, and the famous Edsel story. Others described are more recent like the Chrysler dilemma before Iaccoca and the consequences of Nestle's ignoring its responsibility to the public interest.

Hambleton, Ronald. *The Branding of America*. Dublin, NH: Yankee Books. 1987. 224pp.

Presents a history of numerous products that bear the names of the inventor or founder; the book is subtitled "From Levi Strauss to Chrysler, from Westinghouse to Gillette."

Kiam, V. K. *Going for It: How to Succeed as an Entrepreneur*. NY: Morrow. 1986. 260pp.

Offers guidelines from his own experiences of the proper entrepreneurial spirit and management style that has the greatest potential for success. Covers such topics as marketing and advertising, sales promotion, innovation.

Nader, Ralph; Taylor, William. *The Big Boys: Power and Position in American Business*. NY: Pantheon Books. 1986. 571pp.

Profiles of nine business leaders, their personalities, how they handle power, and examples of business judgments. Focuses on corporate social responsibility linking these men's business decisions to social and economic consequences. Reflects on the extension of corporate power to influence corporate social responsibility and public policy.

Oliver, Thomas. *The Real Coke, the Real Story*. NY: Random House. 1986. 192pp.

Gives an in-depth treatment of the case history surrounding the failure of the new Coke taste to overtake and replace the old Coke taste, and how the management overcame the failure by introducing two new Coke tastes the Classic and the New.

Rodgers, Buck. *The IBM Way; Insights Into the World's Most Successful Marketing Organization*. NY: Harper & Row. 1986. 235pp.

Conveys the basic beliefs and values of IBM: to respect the rights and dignity of the individual; to provide the best possible service to customers; and to pursue all tasks with the objective of accomplishing them in a superior way. Provides a description of IBM's recruitment strategies, compensation, new product promotion, marketing and management. Concludes that they can be adapted to organizations of any size in a democratic society.

Sobel, Robert. *IBM vs. Japan; the Struggle for the Future*. Briarcliff Manor, NY: Stein & Day. 1986. 262pp.

Only about half of Sobel's text deals directly with IBM versus Japan's battle for the computer market; the rest is a discussion of the nature and history of IBM and, to a lesser extent, of its non-Japanese competitors and of the industry itself.

Stech, Ernest; Ratcliffe, S. A. *Working in Groups*. Lincolnwood, IL: National Textbook Company. 1986. 276 pp.

Claims that this is an important book for small groups that must accomplish tasks within specified periods of time. The text addresses groups in business, industry, education, government, virtually any situation in which people try to work interdependently to accomplish their goals.

Marketing

Journals

Barrier, Michael. "Cutting Out the Guesswork," *Nation's Business*, v75 n7 p77-78 Jul 1987.

Describes CCX Network, Inc., a direct marketing utility, that holds 20,000 lists, up to 1.2 billion names, in its computers. Notes that CCX clients are mostly users of lists, but others are list owners, managers, and brokers. States that the company's goal is to provide list users with detailed information so that they can target direct marketing campaigns to specific audiences.

Browne, Tony. "Public Relations: the Art of Making Distinctions," *Outlook* v104 n1 p14-20 Spr 1986.

Asserts that the changing economic environment is forcing accounting firms to advertise and do PR in order to attract clients since word-of-mouth is no longer sufficient. Reports that studies and surveys show that the public is not aware of what Certified Public Accountants do.

Carpenter, Larry. "How to Market to Regions," *American Demographics*, v9 n12 p44-45 Nov 1987.

Explains how companies can address America's diversity without sacrificing brands that have a national appeal. Uses the Campbell Soup Company as his example of how regional marketing efforts offer new opportunities. Explains the difference between regional marketing and demographic marketing. Discusses the philosophical and structural changes that a company must consider before going into regional marketing. Points out problems with product distribution and costs of making a change to regional marketing.

Cone, Edward F. "Image and Reality," *Forbes*, v140 n13 p226-228 Dec 14 1987.

Asserts that the trend in advertising in the 1980s that used emotion and image to sell products seems to be changing. Indicates that specific selling points, unique product benefits and other traditional forms have come back into the picture.

Croft, Nancy L. "Spiels on Wheels," *Nation's Business*, v75 n2 p14 Feb 1987.

Notes that Orval Kent Food Company, supplier of salads to delicatessens and producer of Orval Kent Salad Singles, advertises on trucks. Points out that giant billboard-like decals are attached to the sides of plain tractor-trailers. States that Orval Kent also advertises on its own distribution trucks and leases space on others.

Dykes, Ray. "How PR Packed 'Em in at Expo '86," *Communication World*, v4 n3 13-16 Feb 1987.

Presents an interview with George Madden, vice-president of marketing and communication for Expo 86 in Vancouver, British Columbia, discusses the communications strategy he developed for the event.

Gallagher, John N. "Developing a Winning Business Marketing Strategy," *Journal of Property Management*, v52 n3 p12-15 May-Jun 1987.

Asserts that a detailed, well-organized marketing strategy for a property management firm focuses on accomplishing four specific goals: (1) retaining existing business, (2) establishing a high-quality reputation, (3) developing new business, and (4) reaping rewards. The most important first step is possibly to define exactly what the product or service is.

Hall, Carol. "Tween Power: Youth's Middle Tier Comes of Age," *Marketing and Media Decision*, v22 n10 p56-62 Oct 1987.

Defines a new age group between 9 and 15 years, and their influence in marketing decisions. States that they are believed to spend between $4 and $30 billion on themselves and affect $40 billion in family purchasing.

Hardaker, Maurice; Ward, Bryan K. "How to Make a Team Work," *Harvard Business Review*, v65 n6 p112-120 Nov-Dec 1987.

Reports that the authors have developed Process Quality Management, a technique for management decision-making used extensively by IBM and other organizations. Notes that PQM requires that all key managers participate in one- or two-day planning sessions during which the team identifies a goal, agrees on actions necessary to achieve it, and assigns individual responsibility.

Heightchew, Robert E. Jr. "Strategies for Marketing Your Accounting Practice," *CPA Journal*, v57 n9 p4-74 Sept 1987.

Asserts that successful accountants develop and execute a sound plan for marketing the practice. States that the first step is to determine which strategies will enhance the accountant's strengths and capture marketplace opportunities by meeting client needs. Gives six powerful strategies that incorporate the successful use of lectures and publications as sources of referrals.

Higgins, Kevin T. "A Plan Acceleration of Image-Building Campaign: Public Relations for the American Association of Advertising Agencies," *Marketing News*, v20 n7 p8 Mar 1986.

Asserts the American Association of Advertising Agencies' Committee on the Image of Advertising is trying to change some of the public's common misconceptions about advertising. Reports that subliminal advertising is one of the more popular misconceptions that the Image Committee is working on.

Jeffrey, Angela. "Gold Quill Case Study," *Communication World*, v3 n4 p32-33 Apr 1986.

Reports that JC Penney Company recently changed its image to become a fashionable, upper-middle income department store chain appealing to upscale young professionals. States that a PR and marketing campaign was devised to introduce the new JC Penney to the Dallas-Fort Worth area.

Kahn, Joseph P. "When Bad Management Becomes Criminal," *Inc.*, v9 n3 p46-50 Mar 1987.

Reveals that corporate criminal liability laws are in effect in almost half the states, and a bill proposed in Congress regards concealing of workplace hazards to be a crime. Reports that the court's changing views of workplace intent crimes affect all companies but are particularly important for smaller companies. Summarizes landmark cases regarding flagrant corporate crimes.

Kalish, David. "Marketing in the Next Dimension," *Marketing and Media Decisions*, v22 n6 p32-33 Jun 1987.

Describes PR as built on a building block that begins with getting attention before delivering a message. Suggests holograms as the attention-getter.

Lehrman, Celia K. "Freezer Fallout," *Public Relations Journal*, v42 n11 p19-20 Nov 1986.

Asserts that Popsicle, once the unchallenged frozen novelty leader because of its national brand status, now faces major competition from brands like General Foods and Dole. Argues that creative PR marketing will be the key to success. Reports that Golin Harris communications has used trade-press publicity and product control to increase interest and awareness in Popsicle.

Lynn, Donna M. "If the Shoe Fits," *Public Relations Journal*, v43 n2 p16-20 Feb 1987.

Discusses sports markets, its fans, and detractors. Notes that practitioners' positions often depend on their own sports-marketing experience. States that these experiences seem to depend increasingly on how well the program fits into the total PR/marketing mix.

Marken, G. A. "PR Efforts Prosper if Positioning Precepts Practiced," *Marketing News*, v21 n8 p31 Apr 20 1987.

Asserts that PR positioning means gaining a strong position and significantly greater returns for a company's investment. Indicates that the biggest advertising differences today are in the comparison campaigns, or market positioning. Notes that PR is a primary marketing communications tool, but positioning still is not considered in PR. States that to gain the most return for the marketing dollars spent, the planning of both advertising and PR efforts should reinforce each other.

McDougal, Jerome. "Banking a Name Change," *Across the Board*, v24 n1 p55-56 Jan 1987.

Reports that in 1983, Harlem Savings Bank changed its name to Apple Bank. Notes that three months before the name change, a customer-relations training program for employees was developed to instruct employees on how to project the proper image. States that the customer-relations program became paramount to the organization as a whole. Indicates that within six weeks after the name change, deposits had increased 10%, and the bank has enjoyed continued growth and success.

Mintz, Louis. "Promotion," *Presstime*, v8 n8 p12-14 Aug 1986.

Reports that a new, market-oriented attitude is pervading the offices of many top newspaper executives. Looks at promotional activities that are on the rise at newspapers, including one newspaper that sponsored a blimp race to heighten visibility.

Nelton, Sharon. "Clone Your Ads," *Nation's Business*, v75 n2 p61 Feb 1987.

Notes that KSK Communications, Ltd., specializes in advertising and PR for technology firms. The firm suggests obtaining reprints of ads to inform employees by enclosing copies with their pay, using them as trade-show handouts, including them in informational packets, framing and displaying them, informing sales people by sending a copy before the ad runs, and sending copies to prospects.

"On the Road with Valley National," *ABA Banking Journal*, v79 n9 p140-141 Sept 1987.

Shows that the Public Relations Department for the Valley National Bank, Phoenix, Arizona, introduces a new twist for bank-sponsored artistic or historical displays. Notes that instead of keeping them in lobbies, the bank decided to take its displays on the road. Discusses some of the problems and costs of creating a 90-foot-long rolling exhibit; and how the exhibit meets the goals of the bank.

Paris, Ellen. "The Little Luxury Airline that Might," *Forbes*, v140 n8 p170-71 Oct 1987.

Reports that many attempts at a luxury airline flying between New York and Los Angeles have failed in the last five years, but a new one, MGM Grand Air, has a good chance of succeeding; it offers deluxe service with fares comparable to first-class tickets on other commercial airlines.

Pollock, Ted. "Selling in the Face of Rumor," *American Salesman*, v32 n3 p21-26 Mar 1987.

Asserts that rumors thrive on uncertainty. Notes that there are several rumor-handling techniques that intelligent salespeople can use. Indicates that the first is to try to track it to its source before giving the customer a definite explanation. Notes that salespeople often are not in a position to handle a rumor effectively, particularly if it has spread; thus, many firms ask their salespeople to channel all rumors through the PR or communications department. Concludes that anticipating a rumor is the best way to handle it.

Ruekert, R. W.; Walker, O. C., Jr. "Marketing's Interaction with Other Functional Units: a Conceptual Framework and Empirical Evidence," *Journal of Marketing*, v51 n1 p1-15 Jan 1987.

Develops a framework for examining how and why marketing personnel interact with personnel in other functional areas in planning, implementing, and evaluating marketing activities.

Tracthenberg, J.A., ed. "Beyond the Hidden Persuaders," *Forbes*, v139 n6 p134-38 Mar 23 1987.

Asserts that marketers are learning that a quality product does not necessarily mean better sales; consumers want an emotional payoff, too. Notes that they seem to want toughness and integrity, reliability and durability, not glamour. Indicates that research departments, focus groups, and the like were important in discovering this, in addition to using thematic apperception tests with consumers. States that products like DietRite and Pantene Shampoo have been stressing humor, vulnerability, and friendship, not perfection, due to the results of these highly revealing studies.

"Use PR Techniques to Further Career," *American Salesman*, v32 n7 p26-28 Jul 1987.

Asserts that PR helps businesses achieve profitability, and the use of PR techniques on the job can help individuals attain their career goals. Chester Burger Co. offers several suggestions for gaining career success through personal PR which include: (1) look for opportunities to handle tasks and projects that will give you high visibility with management and perform those jobs well, and (2) find opportunities to serve on committees and assume positions of leadership in business, industry, and trade associations, keeping management informed of these activities.

Wathen, Mel. "Names People Play," *Public Relations Journal*, v43 n5 p14-16 May 1987.

Discusses corporate name changes; which more than a thousand U.S. companies made their last year. Concludes that companies should realize a company can be named anything, but it is the quality of performance that gives the name meaning.

Wolfe, D.B. "The Ageless Market," *American Demographics*, v9 n7 p26-29,55-56 Jul 1987.

Discusses problems encountered with advertising targeted to older people. Suggests that older Americans are one of the toughest publics in the history of modern marketing to reach, but has the greatest potential. Suggests several ways to appeal to the over-60 consumers. Suggests that actual age has little to do with consumer behavior.

Books

Ries, Al; Trout, Jack. *Marketing Warfare*. NY: McGraw-Hill. 1986. 216pp.

Shows how major companies are applying military strategies to their marketing plans. Draws connections between marketing and four types of warfare: defensive, surprise, guerrilla for small companies, and attacking on a narrow front with a single product.

Shimp, T. A.; DeLozier, M. W. *Promotion Management and Marketing Communication*. NY: Dryden Press. 1986. 652pp.

Relates marketing communication theory, concepts, and research to the standard promotion elements essential to sound management.

Media Relations

Journals

Aiello, Robert J. "Exploding Some Myths Concerning Industrial PR," *Marketing News*, v20 n5 p27 Feb 1986.

Asserts that industrial public relations might better be called marketing communications. Concludes that industrial public relations goes beyond product publicity to actually enhancing the product's image, which furthers the corporate and financial image as well.

Atteberry, Mary Wade. "Target Your Media Marketing," *Currents*, v13 n2 p40-44 Feb 1987.

Claims that media relations efforts at Wittenberg University are concentrated on newspapers, magazines, and radio and TV stations that will heighten the institution's visibility in the areas of student recruitment and fundraising. The college president is seen as the institution's chief public relations officer.

Awad, Joseph F. "Putting a Price on Publicity," *Public Relations Journal*, v43 n11 p18-19 Nov 1987.

Reports that controversy has been fired up by public relations firms that charge clients only if stories are placed. States that some feel that guaranteeing results could tend to corrupt the channels of communication, and is a serious violation of the PRSA code 6.

Bernstein, Jack. "Candid Commentary on 'No Comment,'" *Advertising Age*, v58 n5 p53 Feb 2 1987.

Reveals that public relations officers and company management increasingly use "No comment" in their response to reporters' questions about sensitive or troublesome issues. Roy Duffus of Poppe Tyson advises that reporters' calls always should be taken, and the phrase "No comment" should not be used. Instead, it is possible to convey the same meaning in other ways.

Brooks, Paul; and others. "Leaders and Non-leaders," *Grassroots Editor*, v27 n4 p5-14 Win 1986.

Reports on who uses what media in a small rural community. Shows that media-use patterns by leaders and non-leaders in a small rural community do not differ so much as previous studies seem to indicate. The study includes all types of leaders.

Brust, Jane G. "Getting Your Message on Television," *Communication World*, v4 n12 p32-35 Dec 1987.

Describes various ways of getting on television with the corporate story.

Burgoon, Judie K.; and others. "Communication Practices of Journalists: Interaction with Public, Other Journalists," *Journalism Quarterly*, v64 n1 p125-132 Spr 1987.

Concludes that while majority of journalists have a fair amount of contact with public, a strong subset of journalists across the country are insulated from the public.

Byrnes, Sondra J. "Private Matters," *Public Relations Journal*, v43 n8 p7-9 Aug 1987.

Discusses the role of the news media in private affairs. States that public relations practitioners can find themselves on either side of an invasion of privacy issue. Discusses the Gary Hart case and legal aspects of invasion of privacy.

----------. "Privacy vs. Publicity," *Public Relations Journal*, v43 n9 p46-49 Sept 1987.

Focuses on the common-law and statutory right to privacy in which a person's privacy is invaded by an individual or organization other than the government. Asserts that as we rapidly reach the point where researchers, computers, and employers learn significant amounts of information about us, the issue of privacy becomes more pressing.

Carter, M.G. "Growing Opportunities," *Presstime*, v9 n12 p6-7 Dec 1987.

Provides a textbook case of how a newspaper should respond to burgeoning growth in an area in the boomtown of Naples, Florida.

Clark, Marcia S. "Checklist: Getting Your News Releases Through," *Public Relations Journal*, v42 n11 p57 Oct 1986.

Offers the following tips to get news releases through: maintaining current mailing lists, editing copy carefully, including appropriate client data in the release, preparing releases in easily read typefaces, and including the date that the release is mailed.

Collins, Anne. "You're On!" *Canada Business*, v60 n3 p38-44 116-117 Mar 1987.

Reveals that a growing number of Canadian business executives are obtaining media training to help them conquer their fear of cameras, hostile questions, and incorrect answers that might affect jobs and profits. Reports that Gabor Communications Inc. (Toronto, Ontario) provides some training in its sessions to prepare executives for tough interviewers. Claims that good media trainers focus on substance rather than style, becoming very familiar with the company they are helping.

Cone, Russ. "Reporter Interviews Media Trainers," *Communication World*, v4 n1 p32-34 Jan 1987.

Claims that media training is a growth aspect of public relations that prepares individuals for interviews with the press. States that the training package often includes practice press conferences before video cameras. Experts generally advise business executives to: (1) answer questions directly and briefly; (2) be accessible to reporters; (3) provide a fact sheet with supplemental information; (4) understand the media's needs; and (5) never mislead or lie, say "no comment," or argue.

Corbett, William J. "Public Relations Challenges Facing the Accountancy Profession," *International Public Relations Review*, v10 n1 p37-40 Feb 1986.

Believes that current media attention presents the profession with a rare opportunity to have its voice heard by Congress, regulatory agencies, and users of financial information.

Daggett, John. "Meet the Press One-on-One," *Business Marketing*, p70,74-75 Feb 1987.

Asserts that in today's fast-paced public relations world, the competition for good editorial coverage is clearly overwhelming. Claims that in-house public relations professionals may be able to solve the problem by conducting an editorial briefing session. Editorial briefings are face-to-face interviews conducted in a publication's office. States that they generally involve two company representatives and an editor or reporter. States that briefings allow companies to experience firsthand the particular needs of an individual editor and the publication itself.

Daly, Michael. "Ban the Press Release," *Business Marketing*, v12 n10 p84-88 Oct 1987.

Asserts that companies trying to get a message to the public often prepare press releases for local and national media; however, the inflated rhetoric of most press releases insures that they often wind up in the trash. Rather than risking that end, other publicity alternatives include: (1) a captioned photo; (2) a media alert; (3) a pitch letter; (4) a press conference; (5) a phone call to a relevant editor or reporter; (6) editorial briefings; and (7) one-on-one meetings.

Davis, Gil. "What to Do When the Press Calls," *Outlook*, v104 n1 p28-31 Spr 1986.

Asserts that interest in what CPAs do is at an all-time high, and the media are increasingly focusing on CPAs as sources of information on various business news, in particular fraud and bankruptcy cases. In general, the public perceives accountants as dull, gray people, unable to deal with the media. States that editors interviewed suggest that CPAs should be straightforward, with a sense of humor when possible, and help reporters develop their story if they want favorable treatment.

Draper, Norman. "Training Managers to 'Meet the Press,'" *Training Magazine*, v23 n8 p30-38 Aug 1986.

Asserts that image is very important to an organization. Explains that companies are learning to cultivate a positive image though the media, making effective media skills valuable to executives. Gives examples of situations in which management must face the media (including the famous Tylenol-poisoning crisis). States that *Training* is the magazine of human-resource development and focuses on articles dealing with using employees as an economic asset beyond just doing their jobs.

Elfenbein, Dick. "Business Journalists Say If It's Not Local, It's Trashed," *Public Relations Quarterly*, v31 n2 p17-19 Sum 1986.

Cites that a recent survey of 170 business editors, sponsored by Editor and Publisher, indicates that press releases should have a hometown angle if they are to be printed in local newspapers and journals. The editors in the survey also revealed that their favorite local news sources were banks and brokerage firms.

Etterna, James S.; Glasser, Theodore L. "Public Accountability or Public Relations? Newspaper Ombudsmen Define Their Role," *Journalism Quarterly*, v64 n1 p3-12 Spr 1987.

Discusses whether ombudsmen's own conceptions of their role, their orientations, and their attitudes answer the question of whether they are press critics or public relations practitioners. Data show their roles within news organization and possible conflicts of interest between public interest and interests of the newspaper.

Finehout, Robert M. "Treasure It, Don't Trash It," *Public Relations Journal*, v42 n9 p33-34 Sept 1986.

Cites company archives as a positive vehicle for corporate public relations and more. Included in some corporations' archives are now valuable advertisements containing artwork by such luminaries as Andrew Wyeth and Norman Rockwell.

Forster, Mark. "How to Get Your Articles Published," *Public Relations Journal*, v42 n2 p35-37 Feb 1986.

Outlines ten tips that communicators can use to get articles published for their clients. Centers on the idea that the publication's editor is the first audience for any article and the only audience, if he cannot be convinced of the importance and appropriateness of the release.

Harris, James. "How to Get the Most Out of a News Conference," *Public Relations Journal*, v42 n9 p33-34 Sept 1986.

Asserts that it is increasingly difficult to attract media attention because organizations are holding more news conferences. Offers tips to gain the most media exposure while minimizing costs.

Hays, Elizabeth. "Third-Party Endorsement Promotes Service Intangibles," *Marketing News*, v21 n17 p14-16 Aug 14 1987.

Reports that Seagate Associates (Paramus, New Jersey) used an intensive communications blitz, including national, regional, and business print and radio placements, to establish instant credibility. States that Total Research Corp. (Princeton, New Jersey), a marketing research firm, effectively used case histories and client-authored articles about its Price Elasticity Measurement System to interest editors of major trade publications and thereby promote credibility.

Hickey, Brian. "The Animal Instinct in Public Relations," *Public Relations Journal*, v42 n4 p13-14 Apr 1986.

Explains that the Pet Food Institute has established a Pets Are Wonderful council, a public relations effort that promotes animal care. Enumerates consumer education programs, pet contests, and national shelter-awards programs as some of the council's public relations events.

Horiszny, Jean. "How to Get More Mileage From Your Meetings," *Public Relations Journal*, v42 n7 p31-32 Jul 1986.

Asserts that the talks, seminars, and presentations of an organization's employees are a source of articles for the trade press. Suggests that articles published by an organization are the return on the investment made to send employees to conferences; publication enhances a firm's reputation and makes a good impression on potential customers.

Horne, G. N. "Making Video a Full Partner in PR," *Public Relations Quarterly*, v31 n2 p23-27 Sum 1986.

States that because surveys indicate that video is the medium of choice for most Americans (67 percent of U.S. citizens report receiving their news in video formats, while 35 percent report reading news in print media), U.S. companies must invest in video equipment for public relations purposes.

Howard, Carole M. "How to Say 'No' Without Alienating Reporters," *Public Relations Quarterly*, v31 n2 p23-27 Sum 1986.

Gives several pointers on how to avoid alienating reporters and possibly jeopardizing future news coverage when you have legitimate reasons to refuse to divulge information. Reveals that one guideline is never to lie to a reporter; tell the reporter why you cannot discuss an issue; off the record is not a safe retreat. Suggests that in some cases you might want to decline an appearance on a TV interview or radio talk show. Suggests some responses for a variety of sensitive situations: rumors of an imminent layoff or shutdown, and leaks.

Huebner, L. W. "The Newspaper Approach," *International Public Relations Review*, v10 n2 p24-26 May 1986.

Presents an article by the publisher of the International Herald Tribune in Paris, who sees his newspaper as the community paper for growing numbers of international residents in Europe from the United States. He discusses the judgment needed to select and condense the news responsibly, the challenge to write compellingly, and to meet specialized interests.

"In-House Public Relations," *Outlook*, v104 n1 p45,48-49 Spr 1986.

Asserts that public relations activities are difficult to evaluate in monetary terms and pose problems in accurately determining results from expenses incurred. States that an in-house public relations programs can be undertaken when objectives have been clearly established. Explains that among the goals to be pursued are: be realistic, be specific, and define your audience.

Johnson, Alan. "Working with the Media: A Reporter's View," *Government Financial Review*, v3 n3 p19-20 Jun 1987.

Asserts that government finance officers can follow certain guidelines to improve their relations with media reporters. They include: appoint a media liaison from each department; be aware of human-interest stories; look for good photograph opportunities; point out reporters' mistakes; compliment reporters when appropriate; and establish ground rules before going off-the-record with reporters.

Jones, Dick. "Tap Into the Wires," *Currents*, v12 n7 p57-58 Jul-Aug 1986.

Indicates that a story on the wire services puts an institution's name before editors and news directors at media outlets all over the state and region and maybe even across the nation. To get potential stories onto the wires, the development officer needs to have sound news judgment, the ability to write clearly, and tact.

Kelly, Tom. "Good Grief!" *Presstime*, v9 n11 p20,22 Nov 1987.

Relates stories about five well-known journalists' failure of judgment resulting in what could have been career-destroying mistakes. All profess to have learned lifelong lessons about accuracy and trust from their most memorable mistakes.

Klepper, Michael M. "Do-It-Yourself Evening News," *Communication World*, v4 n8 p62-64 Jul-Aug 1987.

Reports that network television news budget cuts and staff reductions have caused tremendous pressure to trim the cost of producing news. Claims that where the networks go, local news operations are sure to follow. Reveals that with fewer resources available to them, smaller market stations, in particular, are increasingly willing to accept and air reliable, unbiased video footage from organizations that they cover in the form of video news releases.

Larcombe, J. E. "Field and Freebie," *Columbia Journalism Review*, v26 n4 p12-14 Nov-Dec 1987.

Reports that since outdoor writers and travel reporters rely on freebies, the Outdoor Writers Association of America has a written code of ethics regarding the issue: A member may accept accommodations, travel, meals, or other related services if there is a reasonable expectation of a salable story resulting; however, reporters cannot agree to give favorable publicity.

Lareau, Jane. "Judgment Calls: When People Should and Shouldn't Call Reporters," *Currents*, v12 n3 p18-23 Mar 1986.

Suggests several ways to build a working relationship with reporters. Argues that building a good working relationship with reporters involves more than calling them on the phone. Suggests coming up with a combination of phone calls, press releases, letters, and personal visits. Cautions that this combination needs to be comfortable for the reporter.

Lemke, Lizbeth. "Hoosier Banker Takes to the Airwaves as Industry Advocate." *Bank Marketing*, v19 n4 p30-31,34 Apr 1987.

Reports that Doug Adamson is senior vice-president for retail banking at Bank One Lafayette (Indiana), and as an adviser for the American Bankers Association (ABA), has joined a whirlwind media tour staged by the ABA that is aimed at building public confidence.

Marken, G. A. "How to Place Articles for Company or Product Publicity," *Public Relations Quarterly*, v32 n2 p28-31 Sum 1987.

Reveals that most organizations fail to gain valuable publication exposure because they do not understand that company, product, management, technology, service, and marketing articles are not free and are not advertising. Asserts that public relations or publicity writing is very different from advertising writing. States that generally the types of articles are: (1) editorials, (2) industry and product roundups, (3) technology articles, (4) approach-to-problem articles, (5) product unveilings, and (6) user case histories.

Matusow, Barbara. "Second-Hand News: How TV Feeds on Print," *Washington Journalism Review*, v9 n2 p45-47 Mar 1987.

Finds that television news tends to pick up much of their information, news sources, and news tips from newspapers. Claims that they depend on hard news in the print media for ideas for features.

Michelsen, Jan. "But Is It Worth It?" *Currents*, v13 n2 p52-53 Feb 1987.

Weighs the pros and cons of seeking national media coverage. Some advantages include reaching a broad audience and coverage that boosts morale and commands respect. What is done with national coverage is more important than the amount.

Morton, John. "Winning Back the 'Burbs,'" *Washington Journalism Review*, v9 n5 p52 Jun 1987.

Reports that the rise of the suburban press is due to three factors: suburbanization of the cities, failure of urban dailies to meet the needs of the suburban reader and advertising market, and the technological revolution that drastically reduced the cost of starting and maintaining a newspaper. States that the future looks bright for the suburban paper while not so bright for the urban paper.

Morton, Linda P. "How Newspapers Choose the Releases They Use," *Public Relations Review*, v12 n3 p22-27 Fall 1986.

Examines how four newspaper characteristics and seven types of news releases were related to publications. Concludes that weekly and twice-weekly newspapers print more releases than do daily papers, and that past events, features, and institutional news releases are almost never printed.

Norris, Mike. "Share and Share Alike," *Current*, v13 n10 p55-56 Nov-Dec 1987.

Describes his system for recycling releases by tailoring them to the needs and styles of different media.

Ordovensky, Pat. "Dealing with the Media: Honesty Is the Best Policy," *NASSP Bulletin*, v70 n494 p35-37 Dec 1986.

Shows, using an English teacher as an example, that a good public relations program can be built without formally trained PR professionals. The principal can conduct an effective program by initiating friendly relationships with local reporters, facilitating two-way communication, and being honest when asked tough questions.

Platta, John A. "Energizing Sales with Public Relations," *Business Marketing*, v71 p128-134 Jun 1986.

Suggests that an aggressive public relations program can increase visibility and save advertising money. Suggests using news releases on user benefits, accompanied with high-quality photographs and well-written captions.

Raley, Nancy. "Know the Media," *Currents*, v13 n2 p36-39 Feb 1987.

Claims that understanding reporters' needs and devising solid programs to meet them have done much to enhance the public relations office of the Texas Health Science Center at Dallas. A lot of time is spent hunting for new sources, developing good media lists, and keeping these lists up-to-date.

Reese, Steven D.; and others. "Economic News on Network Television," *Journalism Quarterly*, v64 n1 p137-144 Spr 1987.

Reports that economic news coverage by network television remains high. Reveals that the number of government and business stories is about equal. Most government news focuses on spending, with budget getting the most attention. Business stories deal primarily with prices, shortages, and general business activity.

Robinson, Michael J. "An Absence of Malice: Young People and the Press," *Public Opinion*, v9 n4 p43-47 Dec 1986.

Reports the findings of a Times-Mirror survey showing a negative relationship between age and beliefs about media credibility: the older one gets, the less one tends to believe in the accuracy of the press.

----------. "Pressing Opinion," *Public Opinion*, v9 n3 p56-59 Sept-Oct 1986.

Reports and comments on the findings of a poll conducted by Gallup that shows high believability for the respected press from a high of 87% for the *Wall Street Journal* to a low of 73% for *USA Today*. States, however, that *Rolling Stone* received a believability rating of only 28% and *National Enquirer*, 14%; *Radio and TV* received favorable ratings of 90% to 88%; local dailies, 88%; and news magazines, 86%. States that even news emanating from business corporations enjoyed a favorability rating of nearly two-thirds.

Schmertz, Herb. "Talking Back to Mike Ambush and Harry Reasonable," *Across the Board*, v23 n6 p60-66 Jun 1986.

Suggests several ways to handle the situation when approached by a television reporter wanting to conduct an on-camera interview which proves to be hostile in tone. Concludes that a decision on whether or not to do the interview should not be made until careful analysis of the issue is completed.

Shore, Lys Ann. "Association Communication: the Numbers Game," *Association Management*, v38 n3 p105-109 Mar 1986.

Cites the Conference Board, which found that periodic releases of statistics to the media can have a positive effect by building confidence and understanding, and allowing associations to discuss issues affecting them.

Sklarewitz, Norman. "Custom Photos Traded for Stock Shots," *Communication World*, v4 n3 p23-25 Feb 1987.

Reports that Simon/McGarry Public Relations shoots a great many photographs when doing jobs for a wide assortment of clients, and many are taken by expert photographer James H. Pickerell. Reveals that he is one of the major producers of stock photos.

Stern, Aimie. "Resurgence in Print Advertising," *Dun's Business Monthly*, v127 N1 p46-49 Jan 1986.

Asserts that under pressure from corporate clients, agencies are adapting for use in print new concepts originally designed for television. Shows that print is cheaper and has been proven to have much less waste circulation.

Taylor, Karla. "Tell the Story Straight," *Currents*, v13 n2 p24-28 Feb 1987.

Asserts that Bob Beyers, director of the Stanford University News Service, sees chasing after the national media as a waste of time. A university news service must be concerned about its own audiences first. Ideas, credibility, and professionalism are necessary for a successful media operation.

Wechsler, Dick. "Telephone Press Conferences." *Public Relations Journal*, v43 n2 p13 Feb 1987.

Reveals that advances in telecommunications technology now make it possible to link together more than 50 individuals in two-way interactive telephone conversations. Reports that this provides the public relations professional with an effective technological step forward.

Weiss, Philip; Zuckerman, Laurence. "The Shadow of a Medium," *Columbia Journalism Review*, v25 n6 p33-39 Mar-Apr 1987.

Examines the effect of television on newspaper journalism. The result is that papers are becoming more interpretive and analytical.

"What Should We Tell the Press?" *ABA Banking Journal*, v79 n7 p58 Jul 1987.

Discusses advice on developing an effective crisis communications policy: appoint one person as spokesperson for the bank; prepare a press release before making any public statement; keep a list of local media handy; relay any information about the crisis in a factual and calm manner; stabilize the deposit base; talk to the press; contact directors.

Wherry, John H. "A Public Relations Secret: Enlist Entire Staff for PR Effectiveness," *NASSP Bulletin*, v70 n494 p3-4,6-8,10-13 Dec 1986.

Contends that public relations efforts require more than press releases and good publicity and that all school staff members, not just the professionals, play a critical role in disseminating accurate information about schools.

Provides a school PR quiz for administrators and suggestions for improving staff meetings, internal staff communication, and community relations.

Wilson, Steve; Patterson, Bill. "When the News Hits the Fan," *Business Marketing*, v72 n11 p92-94 Nov 1987.

States that a good crisis plan needs: (1) a crisis list that details every possible misfortune that a company could face, (2) a crisis team that represents public relations, legal management, security, and specialists for specific crisis, and (3) a spokesperson, preferably not from the public relations department.

Books

Ball-Rokeach, S. J.; Cantor, M. G., eds. *Media, Audience, and Social Structure*. Newbury Park, CA: Sage. 1986. 392pp.

Contends that the essays in this volume, most of which are published here for the first time, are among the best of recent sociological comment on the mass media. Demonstrates a steady progress toward an integrated sociology of mass communication.

Becker, L. B.; Caudill, S. L. *The Training and Hiring of Journalists*. Norwood, NJ: Ablex. 1987. 176pp.

Examines the ways in which journalism schools influence aspiring communicators and media-organization response.

Berkman, Ronald; Kitch, L. W. *Politics in the Media Age*. NY: McGraw-Hill. 1986. 332pp.

Discusses how the news media cover the political world and use the mass media. This includes effects on political life and organizations that collect and disseminate news. Discusses relationships between the media and various politicians and institutions. Answers the question: How will the democratic process be changed by the media age?

Berry, J.P., Jr. *John F. Kennedy and the Media: the First Television President*. Lanham, MD: Univ Pr Am. 1987. 156pp.

Shows how manipulation of the media was a key factor in the president's political fortunes.

Brasch, Walter; Ulloth, D. *The Press and the State: Social-Historical and Contemporary Interpretations*. Lanham, MD: University Press of America. 1986. 800pp.

Presents a combination of history, philosophy, ethics, law and the regulatory aspects of the media to effect a philosophical base on which to understand the media. Discusses the issues of obscenity, censorship, seditious libel, licensing, and defamation.

Douglas, S. U. *Labor's New Voice: Unions and the Mass Media*. Norwood, NJ: Ablex. 1986. 310pp.

Examines the historical foundations of the PR of the AFL-CIO and other international labor unions. Describes several media campaigns along with case histories and counter-strategies.

Elliott, Deni, ed. *Responsible Journalism*. Newbury Park, CA: Sage. 1986. 192pp.

Addresses the difficult and controversial task of defining the problems and limits of journalistic responsibilities. Examines in depth how theories of responsibility complement or conflict with legal theory, libertarianism, and notions of social responsibility.

Hannaford, Peter. *Talking Back to the Media*. NY: Facts on File. 1986. 184pp.

Argues that the media have lost influence and can be attacked successfully. States that the worst effects of a decade of media hype are a nation peopled with self-doubt, cynicism, and skepticism, and public distrust of all institutional life. Gives a step-by-step approach to talking back to the media, and also how to avoid crises that get institutions in trouble with the media in the first place.

Jamieson, K. H.; Campbell, K. K. *The Interplay of Influence: Mass Media and Their Publics in the News, Advertising, Politics*, 2nd ed. Belmont, CA: Wadsworth. 1987. 298pp.

Documents the authors' estimate of how advertising influences news, and the political pressure on all media.

Klaidman, Stephen; Beauchamp, T. L. *The Virtuous Journalist*. NY: Oxford Press. 1987. 246pp.

Discuss ethics from the view of the character traits of the reporters and editors. Deals with morality and fairness, competence and ethical behavior, objectivity and accuracy, bias, public service, and public trust.

Krieg, Andrew. *Spiked: How Chain Management Corrupted America's Oldest Newspaper*. Old Saybrook, CT: Peregrine Press. 1987. 237pp.

Describes the journalistic results of the purchase of Connecticut's *The Hartford Courant* by Times-Mirror Corp. Reveals that the author is critical of the new management.

Leonard, T. C. *The Power of the Press: the Birth of American Political Reporting*. NY: Oxford University Press. 1986. 223pp.

Analyzes the influence of the American press on political thought and action in historical perspective. Focuses on the press before the 20th century.

Lichter, S. R.; and others. *The Media Elite: America's New Powerbrokers*. Bethesda, MD: Adler & Adler. 1986. 304pp.

Looks at the social, psychological and political milieu of the national media, and the relationship of this milieu to news coverage of controversial issues. Proposes this as the first installment of a series of books on change shaped by competition among elite groups. Bases conclusions on interviews with a random sample of journalists from leading national media.

Parenti, Michael. *Inventing Reality: the Politics of the Mass Media*. NY: St. Martin's Press. 1986. 258pp.

Discusses, among other issues, the concentration of media ownership, journalistic self-censorship, and lack of access for political minorities. The author examines the role of the press in forming public opinion, and analyzes several recent news events in this well-documented critique of the U.S. media.

Pritchard, Peter. *The Making of McPaper: the Inside Story of USA Today*. Kansas City, MO: Andrews, McMeel & Parker. 1987. 370pp.

Presents an account of the birth and early years of the country's first national, general-interest newspaper that has influenced and changed journalism today by presenting a graphic presentation of the news.

Schrank, Jeffrey. *Understanding Mass Media*, 3rd ed. Lincolnwood, IL: National Textbook Company. 1986. 334pp.

Blends theory and practice in a highly graphic format, and covers all aspects of the electronic and print media as well as advertising, media control, and technologies. Uses visual and narrative techniques to define what the media teach and what language they use.

Wanniski, Jude. *The 1987 Media Guide: a Critical Review of the Media*. NY: Harper. 1987. 374pp.

Rates leading print journalists based on subjective impressions of fairness, accuracy and objectivity.

Minority Relations

Journals

Aranya, Nissim; and others. "Organizational Commitment in a Male Dominated Society," *Human Relations*, v39 n5 p433-448 May 1986.

States that the population of this study was the Canadian Institute of Chartered Accountants. Asserts that females tended to have lower commitment levels than males; however, women in the sample tended to be younger than men and were lower on the organizational scale. Recognizes that this could explain the lower commitment levels. Assesses that as women moved up the scale, the differences tended to be less, although still significant. Concludes that organizational structure such as interaction inability has a lot to do with the differences in organizational commitment.

Bartos, Rena. "The New Woman: Going Beyond Status," *Marketing Communication*, v11 n3 p35-38 Mar 1986.

Takes readers into an in-depth study of the new-woman consumer. Discusses the things that these women share, their diverse interests, and needs. Discusses the new woman from a personal and human direction, and documents with studies and demographics.

Blake, Rick. "Update on Black Firms," *Public Relations Journal*, v43 n1 p5-6 Jan 1987.

States that although national data are not available on the growth and development of black-owned PR firms, a data-collection effort is currently underway. States that white firms seem poised to try to compete with black-owned companies for the black dollar.

Broom, Glenn M.; Dozier, David M. "Advancement for Public Relations Role Models," *Public Relations Review*, v12 n1 p37-56 Spr 1986.

Indicates that professional growth in PR is related to the practitioner's gender and role (manager vs. technician): women earn less than do men, and they fill the technician's role more often than do men.

Bunzel, John H. "Affirmative Re-actions," *Public Opinion*, v9 n1 p45-49 Feb-Mar 1986.

Reports studies showing that Americans generally oppose preferential treatment in any form anywhere, and they support the principle of affirmative action.

Cain, Bruce E.; Kiewiet, Roderick. "California's Coming Minority Majority," *Public Opinion*, v9 n1 p50-52 Feb 1986.

Asserts that culture in America has become one of the nation's biggest import-export industries. Ruminates on the Europeanization of America from cosmetics to cost-of-living adjustments.

Deane, R. H. "Sexual Harassment: Is Your Company Protected?" *Business*, v36 n2 p42-45 Apr-Jun 1986.

Broadens the definition to include talk. Recommends a policy statement that lists all the specific behaviors that can be considered sexual harassment.

Fisher, Anne B. "Where Women Are Succeeding," *Fortune*, v116 n3 p78-86 Aug 3 1987.

Points out the many ways that women have become more active and successful in the professional world. Includes examples that range from the 1973 dispute in which AT&T had to pay employees who had been denied promotions and raises because they were women, to a study by Eugene Jennings of Michigan State University, in which he found that women are advancing rapidly in businesses that are either growing quickly, or in a state of chaos.

Fong, Diana. "Learning to Do It Their Way," *Forbes*, v138 n13 p169-170 Dec 15 1986.

Presents a case history of how McDonald's won over the Spanish-speaking market and Burger King did not. McDonald's combines advertising with community involvement in Spanish-speaking communities. It also donated $100,000 for victims of the earthquake in Mexico. It pays attention to cultural and language differences.

Gilliam, Franklin D., Jr. "Black America: Divided by Class," *Public Opinion*, v9 n1 p53-57 Feb-Mar 1986.

Demonstrates the complexities of the Black market by studying class distinctions among blacks. States that a growing number of black Americans are entering the middle class while a large underclass remains. Concludes that it is natural that attitudinal differences develop.

Mathews, Wilma. "The Velvet Ghetto," *International Public Relations Review*, v10 n4 p28-35 Nov 1986.

Describes in detail the inequities in treating men and women in PR. Regrets that as more women enter PR and demand higher-level positions and pay, men are leaving for other management positions where the route to the top is more assured.

Mottaz, Clifford. "Gender Differences in Work Satisfaction, Work-Related Rewards and Values, and the Determinants of Work Satisfaction," *Human Relations*, v39 n4 p359-377 Apr 1986.

Analyzes data from 1385 workers representing a variety of occupations. Concludes that no differences exist based on gender, even though women's jobs tend to be less interesting, creative, challenging, and financially rewarding. States that the answer to job satisfaction is in differences in work-related values and expectations. Some differences are based on gender. Claims satisfaction is a function of the degree to which work rewards and values are congruent.

Moultrie, Anne Johnson. "Get Their Attention," *Currents*, v13 n4 p44-52 Apr 1987.

Recounts several successful recruitment strategies for minority students.

Myers, Judy. "Balance without Bias," *Currents*, v13 n4 p34-42 Apr 1987.

Warns university administrators that, before they recruit minority students, they must know why they are doing it and what they will do with them.

Nelton, Sharon. "Learning How to Cry Rape," *Nation's Business*, v75 n1 p67-68 Jan 1987.

Reveals that in 1983, a rape prevention training program for women employees of du Pont began. Reports that employee volunteers were trained to conduct the workshops which address all types of assault. Asserts that the company hopes to reach all female employees. States that corporate guidelines for victim support were developed. The guidelines call for confidentiality, paid time off for victims, medical assistance, and paid treatment for victims who are assaulted.

----------; Berney, Karen. "Women: the Second Wave," *Nation's Business*, v75 n5 p18-27 May 1987.

Looks closely at women in business. Finds that most women stay in business rather than enter and leave; more women are moving up than in the past; one-third of all graduate business degrees are earned by women. States that some companies are actively recruiting women; however, women hold only 2% of top management positions, and those that do are paid much less than their male counterparts. In a series of sub-articles, reports on women with families, women who start their own businesses, female CEOs, women in family businesses, and changing attitudes.

Nulty, Peter. "Pushed Out At 45: Now What?" *Fortune*, v115 n5 p26-30 Mar 2 1987.

Reveals that in an unprecedented wave of shrinkings and realignments that is part of the restructuring of corporate America today, many executives are finding themselves out of jobs that they once thought secure. States that companies such as AT&T, Exxon, and General Electric were once regarded as havens of career stability.

Oberg, Terry J. "The Ecstasy and the Agony: Administrative Success on One Level Does Not Guarantee Success on Another," *Journal of Educational Public Relations*, v9 n2 p28-31 Fall 1986.

Describes the case of Carlos Bueno, a fictional elementary school principal who transforms a racially troubled school into a model of cooperation and excellence. Bueno is later appointed principal of an unruly junior high school, with disastrous results. Readers are asked to study Bueno's failure, and decide on the beleaguered superintendent's best course of action.

Phelps, Norman L. "Senior Self-Image: Breaking the Age Barrier," *Marketing Communication*, v11 n3 p55-58 Mar 1986.

Describes today's men and women in their fifties expecting to continue active, working lives well into their seventies. Stresses that even retirement at 65 is becoming unnecessary and a luxury that few can afford both physically and financially. Claims that second careers are becoming popular among those who have chosen early retirement and found they had too much excess energy and creative juices to remain idle.

Post, Linda C. "Labor of Love," *Communication World*, v3 n7 p16-19 Aug 1986.

Gives a prescription for easing the career vs. family conflict. Warns employers to become sensitive to the needs of employees with small children, because 54.5% of mothers of young children worked outside the home in 1984 compared with 39.2% in 1970, and the percentage is climbing.

----------. "View From the Top: Women Executives in Communication," *Communication World*, v4 n3 p13-16 Feb 1987.

Explains that opportunities exist for women communicators in corporate and agency careers. Asserts that all communicators must come equipped with solid business training and experience in order to compete well in the management ranks. Gives pointers on what women who want to move up in a company should look for when applying for work. Looks at feelings of disillusionment that some women feel when they make it to the top.

Ramirez, Anthony. "America's Super Minority: a Special Report," *Fortune*, v114 n12 p148-63 Nov 1986.

Asserts that Asian Americans are making the most out of their educational and business opportunities. Claims that they are rising in corporate America faster than any other minority group. States that a new group of Asian-Americans, the children of Vietnam and Korean immigrants, are doing better than other Americans in the nation's top universities. Explains why and how, and what it predicts for the future of corporate America. More on this subject in *The New York Times Magazine* (Nov 30 1986)72: "Why Asians Succeed Here."

Seymour, Sally. "The Case of the Mismanaged Ms," *Harvard Business Review*, v65 n6 p77-87 Nov-Dec 1987.

Cites many instances of discrimination within companies, alleging that prejudice is woven into company policy and culture. Details the situation and asks a sampling of business leaders for their responses to the crisis.

Stone, Vernon A. "Changing Profiles of News Directors of Radio and TV Stations, 1972-1986," *Journalism Quarterly*, v64 n4 p745-762 Win 1987.

Notices a trend toward more women, but little progress by minorities; however, turnover is frequent, which makes it necessary to change names on media releases.

Stratton, Maril R. "Weeding Out Bias: How to Spot and Eliminate Insensitive Language," *Currents*, v13 n7 p47-51 Jul-Aug 1987.

Describes how Michigan State University educated its officers, faculty, and students to become aware of biases and unconscious stereotyping in their language.

Stuller, Jay. "Hispanics Are Hot," *Across the Board*, v24 n12 p12-19 Dec 12 1987.

Asserts that businesses have a new awareness of the Hispanic market. Claims that Hispanics, at 7.5% of the population, are the fastest-growing segment. Reports that their numbers have grown 30% since 1980 and the Hispanic population is becoming increasingly affluent. States that they are very brand- and quality-conscious. Brands that were available "back home" are most popular.

Sutton, C. D.; Moore, K. K. "Attitudes toward Executive Women: Do They Differ Geographically?" *Personnel Administrator*, v31 n5 p75-88 May 1986.

Reports a study that reveals that attitudes tend to be more conservative in the South and Midwest, more liberal in the East and West.

Books

Baron, D. E. *Grammar and Gender*. New Haven, CT: Yale University Press. 1986. 249pp.

Gives the findings of successive historical surveys of disputed topics. Gives some examples: the derivation of feminine from masculine forms; etymologies of "woman" and "man"; folk-linguistic accounts of differences between men's and women's speech, and the dispute over pronoun usage.

Fins, Alice. *Women in Communications*. Lincolnwood, IL: National Textbook Company. 1986. 160pp.

Presents basic information on the jobs as well as profiles of talented women who have succeeded in television, magazine, and book publishing, and other areas of communications.

Olzak, Susan; Nagel, Joan. *Competitive Ethnic Relations*. NY: Academic Press. 1986. 252pp.

Addresses the problems relevant to the persistence of strong ethnic consciousness and its effect on competitiveness and absence of competition with ethnic groups.

Pifer, Alan; Bronte, L., ed. *Our Aging Society; Paradox and Promise*. NY: Norton. 1986. 438pp.

Explores the implications of the aging of America's population; offers essays by 22 authors in the fields of gerontology, demography, ethics, economics, health administration, sociology, and public policy. Provides insights on such issues as the changing role of minorities, the feminization of future social institutions, and a questioning of the value of retirement.

Stewart, L. P.; Ting-Toomey, S. *Communication, Gender and Sex Roles in Diverse Interaction Contexts*. Norwood, NJ: Ablex. 1986. 272pp.

Provides conceptual and methodological styles in the study of communication and sex roles. Examines gender, sex roles, and communications as manifested in organizational settings. Addresses the critical issues involved in these studies.

Wilson, Clint; Gutierrez, Felix. *Minorities and Media: Diversity and the End of Mass Communication*. Newbury Park, CA: Sage. 1986. 248pp.

Gives a comprehensive, up-to-date report on minorities and the media; recommended reading for anyone who cares about diversity in mass communication. Confronts important issues and problems for minority living; minority coverage from several ethnic perspectives.

Non-Profit Organizations

Journals

Brice, John. "Guiding Lights," *Public Relations Journal*, v42 n1 p20-25 Jan 1986.

Describes the work of religious councils. States that the Religious Public Relations Council is one of various religious councils that deals with the issues of the church and how these principles and philosophies reflect modern life. Mentions the National Jewish Community Relations Advisory Council as another religious council, as are the Baptist Press and the Mormons' Salt Lake City PR firm.

Davids, Meryl. "Feast or Famine?" *Public Relations Journal*, v42 n10 p10-12 Oct 1986.

Reports that the two Farm Aid concerts held in September 1985 and July 1986 raised $19 million dollars and attracted a great deal of media attention; however, detractors of the fund raisers maintain that the concerts did not come close to meeting projected revenue estimates of $50 million or more, and did not have a substantial impact on public opinion.

Finn, Jeffrey. "Tax Status of Nonprofit Ventures Challenged," *Hospitals*, v61 p46-47 Jan 5 1987.

Presents an interview with John Motley, director of federal legislation for the National Federation of Independent Business, who discusses the claim by the business community that nonprofit organizations have an unfair competitive advantage.

Harvey, Philip D.; Snyder, James D. "Charities Need a Bottom Line Too," *Harvard Business Review*, v65 n1 p14-22 Jan-Feb 1987.

Asserts that to gain funding, nonprofits must demonstrate a purposeful and efficient operation. Indicates that success for nonprofits has been traditionally measured by good intentions and the ability to stay busy. States that nonprofits now need an effective tool for measuring performance. Well-defined goals and standards of performance are required.

Haselow, John H. "Planning for Survival and Success," *Association Management*, v39 n4 p73-76 Apr 1987.

Contends that to survive, associations today must think and act like for-profit organizations. Asserts that a for-profit attitude is particularly crucial to the success of an association's marketing communication efforts. Notes that the key to success in communication efforts lies in a 5-step process that involves: (1) situation analysis/research, (2) setting long- and short-term goals, (3) planning for results, (4) implementation, and (5) evaluation.

Levy, Ronald N.; Barclift, William K. "Put a Bottom-Line Orientation into Your Association PR Efforts," *Public Relations Quarterly*, v31 n4 p13-16 Win 1987.

Points out that the goal of association PR is neither media coverage nor good will but achieving association goals. Asserts that this leaves association members open to attack: the members are said to be taking too much money from the public or they are endangering the safety of the public.Suggests several ways to counter these attacks.

Profession

Journals

Ballantine, Caroline. "How to Work With a Recruiter: a Headhunter Reveals the Secrets to a Successful Career Change," *Communication World*, v3 n10 p32-33 Dec 1986.

Provides tips for preparing communication professionals for successful interviews with executive search recruiters: sending a resumé to the managing partner of the firm along with a strong cover letter, joining professional groups, and having a good reputation in one's field.

Ballard, D. Michael. "How to Keep Your Job," *Public Relations Journal*, v42 n1 p31,35 Jan 1986.

Contends that to keep your job, you must in some way affect the bottom line. Asserts that to make yourself indispensable, you must know what it is that you do, see what the long- and short-range plans are, communicate your plans, and make your achievements known.

Baxter, Bill L. "Lawmakers Join the Licensing Debate," *International Public Relations Review*, v10 n3 p21-23 Aug 1986.

Reports that the author surveyed 34 state legislators in Wisconsin and that more than half opposed the idea of licensing public relations practitioners or believed it could not work. Believes that registration and certification could work.

Bishop, Richard W. "Tricks of the Trade," *Currents*, v12 n9 p22-27 Oct 1986.

Discusses eight steps to help manage time: analyze time, identify time problems, self-assessment, set goals and priorities, develop action plans, carry out plans, face time problems, and analyze each day. Describes telephone tricks and ways to manage meetings.

Bitter, John. "Public Relations' Identity Crisis," *Public Relations Quarterly*, v31 n1 p12-14 Spr 1986.

Asserts that the big problem for public relations professionals in corporations is that management often does not understand what they do or what qualifications they need. Three recent surveys of PR executives in Alabama point out the fact that those who hire PR professionals look for the wrong kinds of backgrounds. Concludes that managers must be sensitized to what PR does and what it takes for the situation to improve.

Black, Sam. "The Professional Nature of Our Work," *International Public Relations Review*, v10 n3 p24 Aug 1986.

Describes public relations as a management function and urges that it be allowed to play its part in deciding policy, strategy, and the myriad details that together determine corporate success or failure.

Block, Edward W. "Practicing What We Preach: Strategic Communications," *Public Relations Review*, v13 n4 p3-10 Win 1987.

Shows that the 1987 Foundation for Public Relations Research and Education lecture asserts that the basic and fundamental principles of public relations remain unchanged and that strategic communication is still the main activity of the field.

Brody, E. W. "Changes in the Air for PR's Labor Pool," *Public Relations Quarterly*, v31 n1 p14 Spr 1986.

Asserts that public relations professionals may not realize it, but they are facing a labor shortage of enormous proportions—it may already have begun. Concludes that unless quick action is taken, increasing demand for PR people will deplete supplies of qualified individuals.

----------. "Make More than Hay While the Sun is High," *Public Relations Quarterly*, v31 n2 p27 Sum 1986.

Advises public relations professionals to seek out more and better business while the economy is healthy because it is easier to acquire new business during good times than when the economy is slow. Argues that when business is good, public relations firms should eliminate marginal and slow-paying accounts and attempt to diversify their areas of practice.

Center, Allen H. "Is Our Profession Ready to Conquer the New Challenges?" *Public Relations Review*, v13 n1 p10-12 Spr 1987.

Claims that public relations must clearly identify, and commit to, a professional goal that is morally sound and that will separate the true professionals in the field from the pretenders. Asserts that the commitment among public relations professionals must be openly proclaimed as harmony in public relationships.

Cosco, Joe. "Call Me Jack," *Public Relations Journal*, v42 n12 p10-11 Dec 1986.

States that John W. Felton is a public relations professional who had an early interest in the field. His experience included serving as public information officer for the U.S. Air Force and assignments with U.S. Steel. States that currently, Felton is vice president of corporate communications at McCormick and Company, a spice firm based in Baltimore, and is responsible for the spice-scented annual report.

"Creating a Unique Image," *Canadian Insurance*, v92 n12 p30,32 Nov 1987.

Presents a reprint of a speech by Robert Russo, President of Palm DeBonis Russo Inc. in which the CEO author describes a program for insurance brokers who wish to project an image that will portray them as members of their respective communities.

Davids, Meryl. "Tough Stuff: 16th Annual Review of Corporate Advertising Expenditures," *Public Relations Journal*, v43 n9 p28-31 Sept 1987.

Notes that the trend of using corporate advertising specifically for marketing support is in high gear, with auto makers, auto dealers' associations, and office automation companies leading the pack.

----------; Winkleman, Michael. "Blurred Vision," *Public Relations Journal*, v43 n9 p34-38 Sept 1987.

Asserts that with the line between corporate and product advertising obscured, the task of classifying the ads is more difficult. Features an interview with classifiers at leading national advertisers and a portfolio of recent crossover ads.

Davis, N. M. "The Competition Complex," *Association Management*, v39 n8 p24-31,33 Aug 1986.

Reports business owners' complaints that unfair tax advantages have nonprofits on the defensive. States that Congress may have to step in. States that the main fight is between athletic clubs and YMCAs which offer the same opportunities for exercises.

Degan, Clara. "Profile Studies from '79 to '87 Measure Change," *Communication World*, v4 n7 p20-24 Jul-Aug 1987.

Presents a review of profile studies by the International Association of Business Communicators from 1979 to 1987 demonstrates how the profession is changing. Indicates that salaries have increased 76% since 1979, and more communicators are finding jobs in aerospace, computer technology, and education.

Dilenschneider, Robert I. "What's Ahead for Public Relations: Problems or Progress?" *Public Relations Quarterly*, v32 n3 p4-8 Fall 1987.

Contends that survival of public relations depends on how well and rapidly it adapts to changes.

Downey, Stephen M. "The Relationship Between Corporate Culture and Corporate Identity," *Public Relations Quarterly*, v31 n4 p7-12 Win 1986-1987.

Asserts that corporate culture is a company's shared values, beliefs, and behavior, while corporate identity is the fundamental style, quality, character, and personality of an organization. States that to determine basic identity, consultants probe the company, its industry, the marketplace, and the competitive environment to determine how to position and project the organization.

Elsberry, Dick. "Angling for Agencies: How to Find the Right PR Firm," *Business Marketing*, v72 n9 p98-103 Sept 1987.

Contends that companies may have questions about how much to pay for business-to-business public relations services. Presents a formula for hiring a PR agency on a business-to-business account. Indicates that the first step is to contact the editor of the leading trade magazine in the company's field to ask for recommendations.

Forbes, Paul S. "Why Licensing Is An Opportunity for Public Relations," *Public Relations Review*, v12 n4 p9-11 Win 1986.

Argues that organizations representing professionals in the public relations field have a serious responsibility to define and elevate the practice. Urges licensing in addition to accreditation, claiming that codes of ethics and accreditation programs alone are insufficient for weeding out those who engage in professional malpractice.

Forsyth, Patrick. "Marketing Your Consultancy Services," *Management Accounting (UK)*, v64 n10 p45-46 Nov 1986.

Offers two definitions of marketing: (1) a concept that adopts the client's viewpoint and (2) a management function for anticipating and identifying the techniques of marketing that include public relations, advertising, sales promotion, and selling.

Gall, M. W. "The Reliability of the Public Relations Profession," *International Public Relations Review*, v10 n3 p42-45 Aug 1986.

Gives a condensation of a book by the author of *A Geography of Public Relations Trends*, published in 1985 by Martinus Nijhoff, Boston. Concludes that there must be more emphasis on education and training for public relations, increased economic skills, and more reliability of codes and standards of practice.

Geduldig, Alfred. "How to Make Public Relations Count," *Public Relations Journal*, v42 n5 p31,34 May 1986.

Contends that public relations is not about goodwill; it is about getting specific results in terms of behavior from specific audiences. Explains that the goals can be anything a corporation needs. Further explains that achieving them takes three steps: planning-definition, design-execution, and measurement-evaluation.

Gilsdorf, Jeanette. "Business Communication: The Public Relations Connection," *Bulletin of the Association for Business Communication*, v49 n3 p20-22 Sept 1986.

Recommends that managers use the skills and talents of people trained in public relations to communicate with and analyze the many components of the public.

----------. "Written Corporate Communication Policy: Extent, Coverage, Costs, Benefits," *Journal of Business Communication*, v24 n4 p35-52 Fall 1987.

Examines 30 corporate communication policies and finds that 70% have written crisis plans, 61% have written procedures for clearance of sensitive information.

Goldstein, Judith. "Locating the Right Public Relations Firm," *Business Marketing*, v71 p120-126 Jun 1986.

Recommends that firms be chosen on the basis of evidence of creativity, charges, and attention to detail. Concludes that potential clients should demand the right to interview individual counselors, make their own selection, and not be content with whomever the agency sends.

Harvith, John. "I Did, But I Don't Anymore: How PR Pros in Small Shops Cut Unproductive Work," *Currents*, v12 n9 p12-15 Oct 1986.

States that directors of small public relations firms were queried on how they have cut out unproductive work. Some time-wasters include: long committee meetings, telephones, outside services, things that require big effort for little reward, interruptions, junk mail, typewriters.

Hayes, Roger. "Corporate Communications: an Internal Perspective," *International Public Relations Review*, v10 n4 p21-24 Nov 1986.

Makes a case for an integrated strategic role for the public relations function if it is to help the CEO ride the wave of social, economic, political, and technological change.

Hicks, Nancy J. "Internal Myopia's Warning Signs," *Public Relations Journal*, v43 n10 p8-9 Oct 1987.

Presents the symptoms of internal myopia that robs public relations practitioners of the outside perspective that is so valuable in helping senior management develop corporate policy in the public interest.

Hill, R. A. "How We Kicked the Network Habit," *International Public Relations Review* v10 n1 p46-48 Feb 1986.

Names the flaws in thinking regarding the relationships of public relations consultants and their clients. Asserts that what it all comes down to is knowing the market, having the courage of your convictions, and, ultimately, giving the client freedom of choice.

Jackson, Patrick. "Let's Lift Our Eyes above Process and Concentrate on Outcomes," *International Public Relations Review*, v10 n4 p45-48 Nov 1986.

Advises practitioners to stop being carpenters and start being architects, stating that the goal is not communication but understanding human behavior. Warns against short-term thinking, over-reliance on media relations; stresses the importance of ethics and priorities that tie loyalties to the democratic process rather than to the client or management.

Jacobs, Barry. "Heir Conditioning: Management Succession in Public Relations Firms," *Public Relations Journal*, v42 n10 p24-29 Oct 1986.

Asserts that as the first generation of company founders reaches retirement age, the industry faces a new problem: management succession. Argues that often, the most serious impediment to a smooth succession may be the retiring executive; after investing a lifetime of effort in a business enterprise, founders may be reluctant to pass authority on to someone else.

Kaumeyer, Jeff. "Getting Your PR Money's Worth," *Business Marketing*, v72 n12 p70-75 Dec 1987.

Offers guidelines for measuring the value of public relations performance that clients receive from public relations firms.

Kelly, Kate. "How to Figure Your Fees," *Public Relations Journal*, v43 n4 p29 Apr 1987.

Provides formulas and background information for figuring fees geared to self-employed public relations professionals. Discusses establishing an hourly rate or billing by the project, and what is involved.

Kelmenson, Leo. "Chrysler's 'Never Say Die' Spirit," *Marketing Communications*, v11 n10 p101-111 Nov 1986.

Recommends Chrysler's comeback as a model for all businesses.

King, Kerryn. "The 1985 Vern C. Schranz Lectureship in Public Relations," *International Public Relations Review*, v10 n2 p12-15 May 1986.

Explains that this article is based on a lecture the author gave at Ball State University. Discusses the entire subject of PR: what it is, what it does, where it belongs, what it tries to achieve, and its future. Believes that PR must lead in influencing public policy, must serve the forces of reconciliation.

Lance, Elizabeth P. "Survey Finds that Few Women Are Teaching in PR Programs," *Journalism Educator*, v40 n4 p7-8,48 Win 1986.

Presents results of a survey indicating that although nearly 70 percent of undergraduate PR majors are women, these students have few female role models teaching them. Indicates that those women currently teaching PR carry heavy teaching and student contact responsibilities, primarily because of their beginning faculty positions.

Lehrman, Celia K. "Compelling Reason: 1985 Conference Roundup," *Public Relations Journal*, v42 n1 p15,19 Jan 1986.

States that persuasion and its impact on PR was the topic for the Public Relations Society of America's thirty-eighth national conference.

Lekime, F. C. "Deontology in Practice: Professional Conduct and Disciplinary Measures," *International Public Relations Review*, v10 n2 p5-6 May 1986.

States that the professional status of PR requires the definition of a body of knowledge necessary for professional practice, the establishment and enforcement of a code of ethical conduct, a defined educational program, limitations on the practice through examination and adherence to an ethical code.

Lesly, Philip. "Why Licensing Won't Work for Public Relations," *Public Relations Review*, v12 n4 p3-8 Win 1986.

Argues against the licensing of PR professionals, claiming that more bureaucracy, restraint of trade, and limited practitioner mobility would result. Suggests that the same means of advancing the field that have been successful to date, namely outstanding performance and continuing education should be maintained.

----------; and others. "Licensing: Would it Help or Hurt Public Relations?" *Communication World*, v3 n10 p10-11 Nov 1986.

Gives excerpts from remarks at a symposium on the benefits and/or hazards of licensing for PR consultants by three PR practitioners. Philip Lesly, president of Philip Lesly Company, believes that government intervention through licensing is wrong because it would subject a form of communication to government control or censorship.

Levy, Ronald H. "When the CEO Looks at PR Results," *Public Relations Quarterly*, v31 n1 p6-9 Spr 1986.

Contends that if PR practitioners want to get CEO attention, they have to give them what they want, not press clippings, but bottom-line results. Explains that this can be done by pointing out the ways PR makes money for the firm. PR can help get investment money by communicating to institutional investors and the top 20 percent of income earners; increase sales income by changing myths about what a company does or can do; help target Americans who can influence legislators.

Lobsenz, Amelia. "How Lifestyles and Customs in the United States Have Affected Public Relations," *International Public Relations Review*, v10 n3 p12-13 Aug 1986.

Discusses some of the forces for change that affect the way in which PR is practiced. States that among these are the trends of top management devoting more time to communications, workers becoming more specialized and sophisticated in their approach, and the impact of technology.

----------. "Networking: a Valuable Tool for Public Relations Practitioners," *International Public Relations Review*, v10 n4 p4-5 Nov 1986.

Makes a case for networking in that the author believes the best part is the exchange of ideas and informal learning that take place.

Lora, Mary E. "How to Find and Use Freelance Writers," *Public Relations Journal*, v42 n4 p29,31 Apr 1986.

Asserts that freelance writers are a good source to tap when a writing staff needs some short-term expansion and the current deadline-to-staff ratio is out of proportion. States that colleagues are often the best source for finding freelance writers. Concludes that prospective freelancers should be interviewed and be willing to submit samples of their work.

Mattman, Jurg W. "Securing and Insuring Special Events," *Public Relations Journal*, v43 n3 p30-31 Mar 1987.

Offers detailed steps that can be taken to minimize the insurance risks and expenses for special PR events. States that potential liability, negative publicity, and high premium costs are concerns that must be addressed by the sponsor, organizer, and PR professional.

Miller, R. E. "Public Relations Begins at Home," *Outlook*, v104 n1 p68-70 Spr 1987.

Asserts that any accounting firm can develop a PR program by creating name identification among those who could be potential clients, and creating the image of a high-powered business-consultant specialist, among other alternatives.

Nelson, Carol. "Starting Your Own Business: Four Success Stories of PR Firms," *Communication World*, v3 n8 p14-16 Sept 1986.

Describes how four executives started. Al Golin, founder and CEO of Golin-Harris Communications Inc., claims that now is the best time to start a business, if would-be entrepreneurs have the qualifications and are willing to take risks.

Oberst, Robert, Sr. "Building Your Professional Image," *Life Association News*, v81 n4 p161-162 Apr 1986.

Offers suggestions to financial planners regarding their involvement with the community and their professional colleagues.

Olasky, Marvin N. "Abortion Rights: Anatomy of a Negative Campaign," *Public Relations Review*, v13 n3 p12-23 Fall 1987.

Analyzes a highly successful negative PR campaign carried on by major pro-choice organizations from October 1985 through March 1987. Explores the effectiveness of this campaign (much of it carried on in the media), and questions the ethics of such a campaign.

Pires, Mary Ann. "How to Survive a R.I.F.," *Public Relations Journal*, v42 n6 p33-34 Jun 1986.

Advises people finding themselves unemployed not to panic or feel disgraced, but to examine their skills, update their resumé, contact friends and recruiters, and keep involved professionally.

Policano, Christopher. "Behind the By-lines," *Public Relations Journal*, v42 n7 p24-28,38-9 Jul 1986.

Profiles the editors of two of the most successful PR newsletters: Jack O'Dwyer (*Jack O'Dwyer's Newsletter*) and Denny Griswold (*Public Relations News*). Jack O'Dwyer takes a journalistic approach to the PR field, holding the industry to strict accountability.

Prescott, Eileen. "How to Be Small and Successful," *Public Relations Journal*, v42 n10 p31-33 Dec 1986.

Asserts that in spite of mergers, most PR firms today are small and successful. Offers suggestions for ensuring growth of small PR firms including developing a specialty and offering expertise in that area, working with only one or two industries at a time, and specializing on a few functions only in the target industry.

Ross, Karen. "The Real World—One Day a Month," *Public Relations Journal*, v42 n4 p32 Apr 1986.

Asserts that students who work part-time in the real world while still attending school often find that their experience helps them later in professional life. States that contacts can be made that often lead to job openings. States that students already working in their desired profession, can see where education course work might best be directed.

Ryan, Michael. "Organizational Constraints on Corporate Public Relations Practitioners," *Journalism Quarterly*, v64 n2-3 p473-82 Sum-Fall 1987.

Catalogs various internal constraints under which many PR practitioners work, including constraints on (1) access to management; (2) information collection; (3) dissemination of timely, accurate information; and (4) the PR mission. Reports that most practitioners see organizational constraints as more of a problem for other PR persons than for themselves.

Shannon, Thomas A. "The One-Two PR Plan," *Association Management*, v39 n4 p79-82 Apr 1987.

Asserts that developing a PR program that will please everyone is difficult. Claims that the enthusiasm for an increasingly expanded PR program is rarely matched by the money available to pay for it. Indicates that the problem in association PR programs usually is how to obtain the money and where to spend it to obtain the best results. States that association executives must be responsive to the demands for better PR while also taking into account the realities of its funding and the many initiatives open to the individual association.

Sharpe, Melvin L. "A Look at Public Relations as an Emerging Profession Necessitated By World Conditions," *International Public Relations Review*, v10 n2 p8-11 May 1986.

Identifies four societal conditions that affect social interaction and shape the need and development of PR as an increasingly accepted, essential professional endeavor: population growth, increased ability to communicate, increased voices of individuals in governance, and the decrease of distances among nations and cultures.

----------. "The Professional Need: Standards for the Performance of Public Relations," *International Public Relations Review*, v10 n4 p10-16 Nov 1986.

Responds to Olasky's critical view of PR practice in several articles and recommends a new, higher professional standard for the International Association of Public Relations.

----------. "Recognition Comes from Consistently High Standards," *Public Relations Review*, v12 n4 p17-25 Win 1986.

Argues that the key to recognizing PR as a profession will be turned by social and environmental events and the profession's response to them. Discusses the need to convey a common-sense notion of the value of PR activities to corporate executives. Outlines a working document of professional standards of PR in organizations.

Sloane, Carl S. "Foundation Lecture: Social, Economic and Political Contexts for PR," *Public Relations Review*, v13 n1 p3-9 Spr 1987.

Discusses (1) the changes occurring socially, politically, and technologically in America; (2) how these changes are affecting private and public institutions; and (3) the implications of these changes for PR professionals operating in a democratic society.

----------; Center, Allen H. "Social, Economic and Political Contexts for PR: Is Our Profession Ready to Conquer the New Challenge?" *Public Relations Review*, v13 n1 p3-9 Spr 1987.

Asserts that modern communications technology has, within a very short time, transformed the world into a global village and produced interdependencies and complex cross-cultural social, economic, and political interactions. Concludes that the consequence of this change for PR professionals will probably be a prolonged period of instability.

"Special Report: Report of Special Committee on Terminology," *International Public Relations Review*, v1 n2 p6-10 Aut 1987.

Concludes that no term alternative to "public relations" is likely to emerge.

Steward, Hal D. "Is Public Relations the Art of Deception for Fun and Profit?" *Public Relations Quarterly*, v32 n1 p7-13 Spr 1987.

Contends that PR is an important, socially useful, and honorable career; however, many practitioners suffer from the poor self-image of their profession. Indicates that the job of PR practitioners is to advise their clients on how the clients can tell their story as powerfully as possible. States that along with that function, PR professionals always should strive to set the record straight and to keep it straight. Concludes that this is a morally, ethically, and intellectually honorable function that is vital to a free society.

"Targeted PR Offers an Effective Alternative to Mass Advertising," *Marketing News*, v20 n2 p16 Jan 17 1986.

Asserts that as media and audience split into groups, product advertising and other less-popular marketing communications methods are becoming more effective in regard to mass-media advertising. Predicts that PR methods will be more crucial in the future than in the past.

Toth, Elizabeth L.; Trujillo, Nick. "Reinventing Corporate Communications," *Public Relations Review*, v13 n4 p42-53 Win 1987.

Urges a re-inventing of corporate communications in today's organizations, and provides information about how corporations can change in new and positive ways during the current information age. Discusses specific PR and organizational communication concepts essential for a comprehensive understanding of corporate communications and for a productive line of corporate communications research.

Turk, Judy Van Slyke. "Provisions," *Public Relations Journal*, v43 n2 p28-29 Feb 1987.

Contends that a subject of debate for nearly half a century has been how best to demonstrate the professionalism of PR to both peers and the public. Reports that a recent PRSA symposium addressed the topic and proposed a series of recommendations for action.

Weinstein, Steve. "Entrepreneurs with an Edge," *Communication World*, v2 n3 p17-19 Mar 1986.

Asserts that building a successful independent PR consulting business depends on specialization.

Werle, Chuck. "Proving Your Worth to Your CEO," *Communication World*, v4 n10 p17-19 Oct 1987.

Contends that to prove the worth of the PR function, the practitioner must get closer to the bottom line.

Williamson, Ronald. "Reaching Out With the Written Word," *Outlook*, v104 n1 p43 Spring 1986.
Asserts that one strategy to build up an accounting business is to hire a professional PR firm to make the firm's name a household word.

Winkleman, Michael. "The Paper Chase," *Public Relations Journal*, v43 n4 p16-18 Apr 1987.
Interviews executive recruiters about the form and function of advanced education. Author discusses the MBA as a tool that practitioners themselves sense will provide the necessary competitive edge.

Young, Davis. "We Are in the Business of Enhancing Trust," *Public Relations Journal*, v42 n1 p7-8 Jan 1986.
Asserts that trust makes for good PR, and that enhancing trust makes for a good PR practitioner.

Books

Degan, Clara, ed. *Communicators' Guide to Marketing*. White Plains, NY: Longman. 1987. 226pp.
Presents a collection of essays that give information on how to use various marketing techniques. Subjects include marketing tools, using research, healthcare marketing, marketing not-for-profit organizations, and introducing new products and services.

Dominick, J. R. *The Dynamics of Mass Communication*, 2nd ed. Cambridge, MA: Knopf/ Random House. 1987. 608pp.
Gives an introduction to the basic theory, history, structure, economics, functions, regulations, ethics and effects of all major media, and their interrelationships.

Fry, Ron. *Public Relations Career Directory*. NY: Career Pub. 1986. 312pp.
Asserts that as more students of communication choose PR, the need for information on how to break into the field grows. This directory includes information on the kinds of organizations that hire PR. Includes information on putting together resumés and cover letters.

Goldman, Jordan. *Public Relations in the Marketing Mix*. Lincolnwood, IL: National Textbook Company. 1986. 160pp.
Divides the approach to PR as a marketing tool into two parts: proactive and reactive PR. Examines opportunity-seeking strategies for publicity and promotion. The second is defensive problem-solving strategies.

Kelly, R. E. *Consulting: the Complete Guide to a Profitable Career*. NY: Scribner's. 1987. 270pp.
Asserts that the proliferation of PR consulting firms continues at a fast pace, with most people starting up their own shops having little or no practical experience in managing a consulting business. This book's premise is that one must first be technically competent in one's field.

Nager, N. R.; Truitt, R. H. *Strategic Public Relations Counseling: Models from the Counselors Academy*. NY: Longman. 1987. 376 pp.
Interviews more than 200 counselors to help corporate decision-makers understand what it is that counselors do. Discusses strategic creativity and various approaches to an environment conducive to creativity.

Rotman, Morris. *Opportunities in Public Relations*. Lincolnwood, IL: National Textbook Company. 1986. 160pp.
Presents an important source of information on jobs in a highly competitive field; explains the role of PR in our economy; describes the jobs, and where they are.

Simon, Raymond. *Public Relations Management: a Casebook*, 3rd ed. Columbus, Ohio: Publishing Horizons. 1986. 280pp.
Contains 24 cases divided among non-profit, business/industry, and counseling sections. Includes discussion articles, and excerpts from PR writings and speeches.

Public Opinion and Persuasion

Journals

Davids, Meryl. "Believe Me," *Public Relations Journal*, v43 n10 p16-19 Oct 1987.

Reveals that new psychological research sheds light on an issue that has perplexed PR professionals. Gives a brief history of persuasion research and points out the new directions this type of research is taking. Explains the latest theory about how people's opinions can be swayed.

Glynn, Carroll J. "The Communication of Public Opinion," *Journalism Quarterly*, v64 n4 p688-697 Win 1987.

Reveals evidence that perceptions of opinions play a role in the public-opinion process. Finds that respondents tend to see their opinions and values similar to those of others, but differing from their approaches. The author supports the looking-glass perception hypothesis and the importance of peer influence.

"Profiles of the American Consumer," *Marketing Communications*, v12 n3 p7-56 Mar 1987.

Asserts that the magazine's staff of writers and freelancers provides the most in-depth and authoritative source of information on the American consumer outside of books. In six major articles, the writers go from a broad perspective and overview to the individual. The articles are titled "Perspectives," "Blurring Images," "Ambitious Men," "The Satisfaction Syndrome," "The New De-Economy," and "Knowing the Consumer—Inside and Out."

Publication Management

Journals

Erb, L. L. "The Company Publication," *Public Relations Quarterly*, v31 n2 p32 Sum 1986.

Distinguishes between house organs and company publications. Explains that a house organ is distributed among company employees only and is management dominated, whereas a company publication is distributed within and outside the company, and includes articles of general interest, newsworthy items, and some PR articles. States that business publications that focus on a single industry or business segment are trade journals.

Jenkins, Tom. "Keeping Prospects Warm with Newsletters," *Business Marketing*, v71 n10 p117-118,120 Oct 1986.

Describes a process for keeping the company's name before customers and prospects by using a newsletter that can maintain ongoing dialogue.

Laabs, James. "Promotional Publications Can Be Valuable Business-to-Business Tool," *Marketing News*, v20 n23 p11-14 Nov 1986.

Shows how promotional publications can be used by business-to-business marketers with limited budgets to communicate more information than traditional advertising media. Asserts that the information conveyed by promotional publications should be worthwhile reading and not look like an advertisement.

Malerba, James F. "How to Be a Good Editor," *Communication World*, v3 n2 p31-33 Feb 1986.

Gives his prescription for a good corporate editor which includes the pay off for being creative, proactive, being involved, and being charged with great responsibility for the profitability of the enterprise.

Matthews, Downs. "15 Ways to Foul Up as an Advocacy Magazine Editor," *Communication World*, v3 n5 p32-34 May 1986.

Recommends corporate advocacy magazines (publications by companies, about companies, written to the public) as one of the best ways to make a company's views known to the public. The author discusses 15 problems encountered when publishing a corporate advocacy magazine.

Nelson, Roy P. "The World of Special Publications," *Communication World*, v3 n8 p22-27 Sept 1986.

Reviews special publications that go beyond the ordinary in concept, design, and printing. Includes some innovative annual report design in the discussion and evaluation.

Newman, Jake. "Pop Journalism," *Across the Board*, v23 n2 p33-37 Feb 1986.

States that the *Beverage Digest* is the latest example of a specialized kind of investigative journalism that exposes the evils of the industry it covers.

Schwartz, Judith D. "Made-to-Order Magazines," *Public Relations Journal*, v42 n2 p11-12 Feb 1986.

Describes a new wrinkle in promotion, the creation of a custom magazine tailored to an audience that a corporate underwriter wants to reach. Explains that Philip Morris sponsors a magazine to give it a fair shake on factual information about smoking, Kelly Services sponsors *WorkStyle* specifically for 9-to-5 clerical workers; many other companies and organizations are looking seriously at this new PR concept.

Whitten, Christine G. "Ten Years of Excellence Brochure Gets the Message Across," *NASSP Bulletin*, v70 n494 p38-40 Dec 1986.

Gives a case history of a brochure that highlights the unique qualities of the school.

Zimmer, Phil. "Special Delivery," *Currents*, v12 n7 p52-54 Jul-Aug 1986.

Asserts that specialized publications such as *Opera News*, *Gourmet*, and *Forbes* can bring an institution's story to targeted audiences. Describes the experiences of the Chautauqua Institution. Discusses some of the benefits of marketing articles to these publications.

Books

Scharff, E. E. *Worldly Power; the Making of the Wall Street Journal*. New York: Beaufort Books. 1986. 305pp.

Focuses on the status of this business newspaper, the people who are determining its future, and its role in U.S. journalism. Scharff, senior editor of *Institutional Investor*, presents the newspaper primarily through personality profiles, interviews, and anecdotes.

Publics

Journals

"Changing Youth: World Issues to Self-Interests," *Marketing Communication*, v11 n3 p47-52 Mar 1986.

Points out that the youth of the '60s enveloped themselves in social and political issues; in the '70s, a generation of young adults floundered in a sea of drug-induced fantasies. But today, the author sees the youth of America channeling their energies into definite career goals and building a foundation for their financial independence.

Jones, Landon. "Money Boomers: Woodstock to Bloomingdales," *Marketing Communication*, v11 n3 p60-65 Mar 1986.

Asserts that high income, so-called baby boomers and Yuppies represent only two percent of the population, but they spend a lot more on housing, clothes, cars, and entertainment. Asserts that this generation of spenders is putting very little aside for what their parents called rainy days, but are using their money to express themselves.

Langer, Judith. "The Masculine Mystique," *Marketing Communication*, v11 n3 p42-46 Mar 1986.

Sees the sexes coming together with less concern for their gender-based identities and more concern for fulfillment. Consequently, what used to be the concerns of opposite sexes are now the shared concerns of both.

"Publishers Vie for College Crowd," *Folio*, v15 n12 p73-74 Dec 1986.

Asserts that campus magazines compete with several others already making good grades targeted at college students who spend $200 a month on the average after room, board, and tuition. States that the total market spends $25 to $30 million per year on daily and weekly purchases.

Townsend, Bickley. "Psychographic Glitter," *Across the Board*, v23 n3 p41-46 Mar 1986.

Asserts that marketers are increasingly attracted to research that groups Americans according to their changing tastes, values, and attitudes. States that this is important for communicators who need to target their messages for greatest relevance.

Book

Kleinke, C. L. *Meeting and Understanding People*. NY: W. H. Freeman. 1986. 215pp.

Reports the results of psychological studies on the way people are perceived. Points out that the studies based their conclusions on the effects of nonverbal communication, liking and attraction, social skills, judgments about intentions and motives, stereotyping and biases, and strategies for gaining favors.

Research

Journals

Bennett, Ann Granning. "Marketing Begins at Home," *Currents*, v12 n5 p30, 33 May 1986.

Discusses a survey to learn how publications offices market themselves on campus. The responses indicate that many use brochures and handouts, rather than formal meetings. Presents some of the ways that publications managers tell the campus of their offices' skills and service.

Bonnett, Susan. "Focus on Your Audience," *Currents*, v13 n5 p32-41 May 1987.

Describes author's use of focus-group research to identify the opinions of prospective students and donors towards a privately endowed university.

Booth, Alyse Lynn. "Strength in Numbers," *Public Relations Journal*, v42 n9 p26-30,43 Sept 1986.

Asserts that PR firms are undertaking more research activities, because of technological advances that make such research easy, the greater availability of research data, and the credibility achieved through market research. Provides descriptions of PR research departments, their origins and objectives.

Cluff, Susan. "Conducting a Mini-Audit," *Communication World*, v4 n2 p29-32 Feb 1987.

Asserts that a mini-audit will enable a company to assess its communications program with minimal time, expense, and anguish. Notes that although it will not provide as much data as a full audit, information collected can be used to make programs more effective. Indicates that the first step is building support for the project, followed by assembling a team to carry out the job. States that if in-house expertise is unavailable, a consultant may be hired. States that the team will then determine what is to be learned from the audit.

Ebel, Richard G.; Madden, Charles S. "Proactive Image Management," *Association Management*, v39 n4 p42-49 Jul 1987.

Present the findings of a market research firm that examined problems relating to the poor image and lack of understanding of specialty advertising, and how to overcome it.

Ernest, Paul. "Statistics and the Media," *Mathematics in School*, v15 n3 p14-15 May 1986.

Presents a case study of a community survey taken by second-grade students and published in a local newspaper. Advocates such projects as a method to teach statistics, survey skills, and improve PR by getting students' names in print.

Ferguson, Mary Ann; and others. "Using Persuasion Models to Identify Givers," *Public Relations Review*, v12 n3 p43-50 Fall 1986.

Assesses the feasibility of using W. J. McGuire's information processing theory and cognitive response analysis theory in research studies to identify givers as those who are likely to contribute money and resources to charities or volunteer to aid philanthropic organizations.

"Fifty Ways to Please Your Market," *Mortgage Banking*, v47 n3 p44-56 Dec 1986.

Describes the method and results of a questionnaire administered to eight mortgage banking representatives who have been evaluating client satisfaction with their services.

Gorton, Dick; Newsome, Maxine. "Educators: Does Your School District Have a Policy on School-Press Relations?" *Catalyst for Change*, v15 n2 p22-24 Win 1986.

Presents the findings from a study done in Wisconsin on the extent to which school districts have developed guidelines for policies for dealing with school and news media relationships. Includes three tables.

Grunig, James. "Research in the Strategic Management of Public Relations," *International Public Relations Review*, v1 n2 p28-33 Aut 1987.

Describes a research methodology that will enable PR managers to revise their programs as conditions in the organization's environment changes.

Heath, Robert; Douglas, William. "Issues Advertising and its Effect on Public Opinion Recall," *Public Relations Review*, v12 n2 p47-56 Sum 1986.

Presents results of a study comparing effectiveness of TV and print in issues campaigns. Contends that recall of information is inhibited by TV.

Hubben, Herbert. "A Second Opinion on Surveys," *Across the Board*, v24 n11 p72 Nov 1987.

Contends that in order to draw fair conclusions from survey results, one must know the makeup of the respondents and what questions were asked and how. Notes that when surveying employees, businesses must choose their survey population carefully. States that businesses must conduct surveys for appropriate reasons, or the results will not be helpful.

Judd, Larry R. "Can Public Relations Pros Predict Attitudes," *Public Relations Review*, v12 n2 p19-26 Sum 1986.

Describes a study comparing public attitudes with attitudes of PR practitioners, and measuring accuracy of practitioners' predictions of public attitudes. Provides limited support for the thesis that PR pros can perceive and predict public attitude with accuracy.

----------. "Role Relationships Using Research and Organization Types," *Public Relations Review*, v13 n2 p52-59 Sum 1987.

Asserts that to determine if there are relationships among perceived PR role, formal research, and organization type, a sample of 70 active members from the 1985-1986 Register of the Public Relations Journal were interviewed by telephone. Indicates that among the findings reported by the author was that relatively more managers were associated with organizations that conducted research, and relatively more technicians were connected with organizations that did not use formal research.

Lallande, Ann. "Good 'Carma' in the Computer Age," *Marketing and Media Decisions*, v21 n13 p138,140 Dec 1986.

Describes a computer-driven system for analyzing media coverage—Computer-Aided Research and Media Analysis with the acronym of CARMA.

Leahigh, Alan K. "Marketing Communications: If You Can't Count it, Does it Count?" *Public Relations Quarterly*, v30 n4 p23-27 Win 1985-1986.

Contends that measuring PR results is a matter of setting goals, designing a program to meet those goals, and measuring the results.

Lesly, Philip. "Measuring Effectiveness of Public Relations," *International Public Relations Review*, v10 n3 p9-11 Aug 1986.

Classifies pubic relations activities into those that lend themselves to specific measurement (publicity), semi-specific measurements (dealing with issues and crises), acceptance (earning favorable public opinion), value of input into decisions, prevention, and value assigned to counseling.

----------. "Multiple Measurements of Public Relations," *Public Relations Review*, v12 n2 p3-8 Sum 1986.

Argues for acceptance of multiple forms of PR evaluation. Suggests including such unquantifiables as creativity and attitude in measurements to form a valid basis for action. Discusses six levels of measurability.

Lomax, Linda. "How to Survive the Risky Communication Audit," *Public Relations Journal*, v42 n11 p51-52 Nov 1986.

Points out that a comprehensive communication audit can be risky to a PR career if there is a lack of awareness of the audit's purpose and process, poor timing, an improper choice for auditor, or a lack of attention to corporate sensitivities. Indicates pitfalls to avoid, including the term "audit," staff alienation, and interview flare-ups because of a lack of question approval.

Long, Larry W.; Hazelton, Vincent, Jr. "Public Relations: a Theoretical and Practical Response," *Public Relations Review*, v13 n2 p3-13 Sum 1987.

Asserts that authors set up the following criteria for describing PR: (1) must be defined in terms of its past, present and future, (2) scientific investigations and theorizing must derive from the definition, (3) definition must encompass theoretical and practical aspects, (4) must allow for application.

Lydecker, T. H. "Focus Group Dynamics," *Association Management*, v39 n3 p73-78 Mar 1986.

Gives an excellent discussion of how focus groups work, how to set one up, and how to work within its limits. The author explains how to select group members with at least one important quality which they share that is tied to the objectives of the research.

Manheim, Jarol. "A Strategy for Measuring Public Relations Effectiveness," *International Public Relations Review*, v1 n3 p21-27 Dec 1987.

Presents a model for distinguishing the effects of PR from effective PR.

Newton, Francis. "Reflections on Corporate Management Accountability," *International Public Relations Review*, v1 n3 p10-11 Dec 1987.

Reports the findings of a survey showing that most CEOs believe that the liability of corporate directors and officers is increasing. In turn, he concludes that the institutional survival of PR depends on a constant search and drive for more enlightened and accountable management.

Orr, Alicia. "The Cost of Marketing," *High-Tech Marketing*, v3 n9 p117-118 Sept 1986.

Reports that an international data corporation collected marketing budget data from 400 high-tech marketers in 10 industries. Results show a drop in advertising budgets, and companies becoming more selective and cost-conscious.

Pincus, J. David; Pincus, Karen V. "Public Relations in Accounting: A Benchmark Study," *Public Relations Review*, v13 n2 p39-51 Sum 1987.

Reports that in 1985, questionnaires were sent to a stratified random sample of 500 certified public accountant firms listed in the American Institute of Certified Public Accountants' Directors of Member Firms, from which 264 usable responses were received. States that these firms reported their attitudes toward, and use of, PR. Concludes that respondents clearly felt that PR could improve their businesses in direct and specific ways.

"Profile: What Makes a Business Leader?" *International Public Relations Review*, v1 n3 p19-20 Dec 1987.

Presents preliminary findings of a survey conducted to develop a profile of the European business leader. Indicates that in defining the business leader, the study used the skills, both natural and developed, rather than technical skills, required to motivate and manage people effectively.

"Recall of TV Ads Cited," *Presstime*, v8 n8 p45 Aug 1986.

Reports an examination of the results of a Newspaper Advertising Bureau report concerning recall of TV commercials. Leo Bogart of the NAB comments on the decline in the level of recall of TV commercials over the past two decades.

Schlosberg, Jeremy. "Good CARMA for the Spirits Council," *American Demographics*, v8 n10 p36-43 Oct 1986.

Reports how the Distilled Spirits Council of the United States hired Computer-Aided Research and Media Analysis (CARMA) to monitor public opinion on liquor-related issues like drunk driving, liquor taxation, alcoholism. States that according to CARMA, alcohol abuse is the number-one alcohol-related issue in terms of media coverage. States that CARMA reported that drunk driving, which had been the major issue for years, has slipped to number seven among the issues. CARMA has generated several positive editorials.

Steel, Robert P.; Shane, Guy S. "Evaluation Research on Quality Circles: Technical and Analytical Implications," *Human Relations*, v39 n5 p445-466 May 1986.

Asserts that effectiveness of quality control circles depends on organizational intervention procedures in general, how compatible they are, and the demands placed on intangible and tangible resources, and type of response desired. States that quality-control circles employ a proactive impetus for change, but workers must feel that they are rewarded above and beyond having the opportunity to participate in change.

Toth, Elizabeth Lance. "Broadening Research in Public Affairs," *Public Relations Review*, v12 n2 p27-36 Sum 1986.

Defines public affairs within the PR context, recommends theory-building as a way to clarify issues, and proposes opening theoretical discussions to critical perspectives.

Turk, Judy VanSlyke. "Forecasting Tomorrow's Public Relations," *Public Relations Review*, v12 n3 p12-21 Fall 1986.

Offers a sequential model of future research techniques applied to a hypothetical situation to indicate its applicability as a means by which PR professionals can approach the task of saying today what may happen tomorrow.

----------; Franklin, Bob. "Information Subsidies: Agenda-Setting Traditions," *Public Relations Review*, v13 n4 p29-41 Win 1987.

Synthesizes findings of American and British studies on the influence that government sources, particularly PR and public information officers, have on the mass media agenda. Concludes that the difference between the two countries in media reception accorded government public information subsidies may be due to differences in the structure of both local media and local government.

Vogel, Charlotte M. "How to Think Research," *Public Relations Journal*, v42 n9 p31-32 Sept 1986.

Contends that the need for research in PR has been recognized, but too little progress has been made in developing research techniques. States that research is a continuing process of making observations, taking a questioning stance, and making appropriate judgments. Useful research focuses on a real problem, and that focus is maintained.

Woog, Dan. "The Cost of Marketing," *High-Tech Marketing Journal*, v4 n9 p13-51 Oct-Nov 1987.

Reports the second annual survey of marketing budgets of high-tech companies. Examines expenditures in advertising, PR, promotion, sales, and research.

Worcester, Robert. "The Image of Public Relations," *International Public Relations Review*, v1 n2 p19-25 Aut 1987.

Reports the findings of a survey of perceptions of PR by various publics in Great Britain including media, captains of industry and members of Parliament.

Books

Hamilton, Seymour. *A Communication Audit Handbook: Helping Organizations Communicate*. White Plains, NY: Longman. 1987. 224 pp.

Presents a guide to how communication in business can be improved through communication audits. Includes a description of how audits are planned and implemented, and the findings acted on.

Lindlof, T.R., ed. *Natural Audiences: Qualitative Research of Media Uses and Effects*. Norwood, NJ: Ablex. 1987. 288pp.

Presents an approach to understanding mass-media communication in advanced technology cultures.

McQuail, Denis. *Mass Communication Theory: An Introduction*, 2nd ed. Newbury Park, CA: Sage. 1987. 350 pp.

Presents a completely revised and expanded new edition that takes into account latest theory and research. More attention is given to electronic media and communication technologies.

Mishler, G. E. *Research Interviewing: Context and Narrative*. Cambridge, MA: Harvard University Press. 1986. 170pp.

Examines current views and practices, and stresses improvements of research interview techniques from a restricted concept to frank dialogue.

Nadler, L. B.; and others, eds. *Advances in Gender and Communication Research*. Lanham, MD: University Press of America. 1987. 428 pp.

Offers a collection of essays examining specific gender-related communication issues.

Pavlik, J.V. *Public Relations: What Research Tells Us*. Newbury Park, CA: Sage Publ. 1987. 152 pp.

Outlines research findings reported in six leading journals that relate to achieving PR goals. Reviews the role of research and some major methods. Devotes a lengthy chapter to major applied research findings. Classifies existing research into strategy for planning, and evaluation for measuring results.

Schools

Journals

Addario, Sharon. "Students and State Legislators Face-to-Face!" *Vocational Education Journal*, v62 n8 p43-44 Nov-Dec 1987.

Provides information on how the Region 11 Vocational Center in Concord, New Hampshire, arranged a State Legislature Day. This project involved legislators visiting the Vocational Center and observing its programs. Shares several positive results from this outreach program.

Anderson, Henry R. "The Professional School Concept: Breaking New Ground," *New Directions for Higher Education*, v14 n3 p99-107 Fall 1986.

Claims that setting up a new professional school is not a threat to the campus, as often perceived by faculty, administrators, and the public, but a source of additional prestige and resources for all disciplines involved in general education. Its implementation also requires a strategic plan for improving problems of the profession.

Armistead, Lew. "Introduction: School Public Relations," *NASSP Bulletin*, v70 n494 p1-2 Dec 1986.

Asserts that during the past decade, school PR has grown into a true profession with its own identity. This issue focuses on some of the new ideas from a practical approach, as well as time-tested ways for effective communications.

Ascough, Larry. "Managing the School PR Effort: Not an Impossible Task," *NASSP Bulletin*, v70 n494 p14,16-18 Dec 1986.

Notes that despite time restraints and lack of training, principals are responsible for mounting some kind of PR effort in their schools. Provides a checklist for building a successful campaign, including polling staff talents, reaching out to the community, obtaining district assistance, and making the right approach.

Ban, John R. "Discipline Literacy for Parents: An Imperative for the Eighties," *NASSP Bulletin*, v71 n497 p111-15 Mar 1987.

Asserts that informing parents about the discipline policies and procedures in their children's schools will reduce misunderstandings and inappropriate expectations, and encourage parent participation. Outlines specific methods that principals can use to communicate discipline information to parents.

Barron, Lewis W. "Advise and Invest," *Currents*, v13 n8 p44-47 Sept 1987.

Offers a financial consultant's recommendation for a sound investment policy and secure investments of college endowments.

Baxter, Bill L. "Public Relations Professionals Offer Course Recommendations," *Journalism Educator*, v40 n4 p9-10 Win 1986.

Presents results of a survey of PR professionals indicating that poor writing ability is the biggest weakness of college graduates entering PR; recommends that students receive instruction in writing and journalistic skills, as well as business and PR practice.

Bernays, Edward L. "The Engineering of Consent: An Organized Approach to PR Efforts," *NASSP Bulletin*, v70 n494 p52-54 Dec 1986.

Asserts that principals, as democratic leaders, must know how to deal effectively with the public. Outlines an eight-step plan for achieving PR goals (or engineering consent), including determining goals, researching the public involved, modifying goals, planning strategy, establishing the organization, identifying themes and appeals, determining timing and tactics, and planning a budget.

Bishop, Harold L.; Essex, Nathan. "Better Leadership Through Effective Communication of Board Policies, Procedures," *NASSP Bulletin*, v70 n493 p41-44 Nov 1986.

Offers five steps starting with policy adoption, dissemination, interpretation, literature, and guidelines for implementation.

Black, Sam. "PR Master's Degree Course at the University of Stirling in Scotland," *International Public Relations Review*, v11 n2 p16-18 Aut 1987.

Describes the program of the first university in Great Britain to recognize PR as an academic discipline worthy of its MSc. (master's) degree.

Blank, Rolf K. "Marketing and Recruiting in Urban Magnet Schools: Implications for Change in School-Community Relations," *Urban Education*, v21 n3 p263-79 Oct 1986.

Examines the role of magnet schools in stimulating and changing linkages between the community and public education. Analyzes the effectiveness of marketing methods such as the following: (1) PR, (2) student recruiting, and (3) information dissemination. Considers their impact on the community-school relationship.

Bonnett, Susan. "Taking the Broad View," *Currents*, v12 n1 p32-34 Jan 1986.

States that strategic planning defines the university's mission, scans the environment, and identifies challenges and opportunities for the university; assesses institution's strengths and weaknesses, sets priorities, and outlines strategies for achieving goals. Discusses strategic planning at the University of Miami.

Borton, Georgiana L.; and others. "Names and Numbers: How Major Universities Do Prospect Research," *Currents*, v13 n9 p34-36 Oct 1987.

Reports the findings of a survey revealing how universities identify prospects for gifts.

Botan, Carl H.; Frey, Lawrence R. "Putting Public Relations to Work for the Social Sciences," *Public Relations Review*, v13 n1 p60-64 Spr 1987.

Outlines a PR plan developed to show that the educational and news content of major academic conventions can be used to increase the sponsoring body, while helping to popularize the discipline as a potential area of work and study. Uses systems theory to investigate receptive sources in the community, and the media to develop these goals.

Boyd, Betty. "Lights! Camera! Help! How to Use Television," *Vocational Education Journal*, v62 n8 p35-37 Nov-Dec 1987.

Provides specific information for vocational educators who wish to get local television coverage for their programs. Topics include public service announcements, news coverage, television interviews, and paid advertising.

Brannick, Michael K. "Increasing Enrollments: A Marketing Perspective," *New Directions for Community Colleges*, v15 n4 p41-50 Win 1987.

Describes how market concepts (e.g., product, promotion, pricing, and place distribution) can be applied to job training and education. Offers a step-by-step explanation of how to analyze markets and plan strategically.

Brink, Carolyn; Haschke, Bernadette D. "Blueprint for a Speakers Bureau," *Vocational Education Journal*, v62 n8 p46-48 Nov-Dec 1987.

Explains how to develop a speakers bureau as a statewide marketing tool for vocational education. Draws upon the authors' experience in starting a home economics speakers bureau in Colorado.

Brown, Jane Lightcap. "Nine Ways to Trumpet Your Schools' Good News," *Executive Educator*, v8 n8 p29 Aug 1986.

Asserts that schools need to take responsibility if they want news about positive programs and events in their schools to be covered in the local media. Provides nine guidelines for schools to follow to develop effective PR with the press.

Burdette, Melinda J. "The Best Defense," *Currents*, v13 n3 p42-44 Mar 1987.

Discusses the challenge of turning someone's negative feelings into positive ones. Provides eight suggestions for addressing criticism, with examples drawn from several colleges.

Burke, Michael A. "School-Business Partnerships: Trojan Horse or Manna From Heaven?" *NASSP Bulletin*, v70 n493 p45-49 Nov 1986.

Deals with the fears of school administrators involving the business community in their affairs, and tells what they are missing. States that benefits are responding to their entitlements and getting their support in terms of their expertise and campaigns for funding.

Calkins, Kenneth L. "Employee Suggestions Lift Staff Morale," *Executive Educator,* v8 n10 p25-26 Oct 1986.

Reports that the Highline School District (Washington) developed an employee suggestion program that has helped the district find new ways to save money and be more effective. It seems to be the only program of its kind in schools nationwide.

Callaghan, Marty. "Gearing Up With Good Advice: How a Panel of Experts Can Help With PR," *Currents,* v12 n5 p34-41 May 1986.

Finds that in an era when sophisticated campus marketing calls for sensitive PR strategies, more institutions are turning to advisory groups. Shows that most of these groups are made up of alumni or parents who know the institutions and have experience in PR or communications.

Campion, William J.; Elliott, Scott. "What's in a Name? The Story of One College's Name Change," *Community College Review,* v14 n4 p53-55 Spr 1987.

Explains the reasons for changing the name of Henderson County Junior College to Trinity Valley Community College, and the successful education and PR campaign that accompanied the phased-in name change.

Caren, William L. "An Experimental Model for Market Penetration," *College and University,* v62 n2 p97-105 Win 1987.

Discusses a plan for college market penetration that has been successful in increasing the applicant pool for one institution. Includes development of performance objectives, a schedule, a promotional plan, market survey, and promotional activities, including alumni, media, and other community resources.

Case, Wayne F. "Want Folks to Free Up Funds? First Ask What They'll Pay For," *Executive Educator,* v9 n6 p15-16 Jun 1987.

Shows that after South Lyon Community Schools (Michigan) lost their first tax levy campaign, a committee formed to interview voters and devise a new plan discovered that voter priorities had been overlooked. The solution was enlisting community support and communicating the importance of voters' priorities. An inset provides specific campaign techniques.

Chamberlain, Philip C. "A Long, Hard Look: An Institutional Self-Study," *Currents,* v13 n4 p54-56 Apr 1987.

Describes a self-study at Indiana University that revealed duplication of effort among the alumni, PR, admissions, and other offices.

Chopra, Raj. "Try Our One-Minute Messages; Score Points for Your Schools," *Executive Educator,* v9 n7 p16 Jul 1987.

Describes a PR program involving the use of simple one-minute message cards developed by the Shawnee Mission School District in Overland Park, Kansas. The pamphlets are designed to contain concise information about the schools' achievements on a card the size of an index card.

Ciervo, Arthur V. "Truth or Consequences," *Currents,* v13 n1 p20-24 Jan 1987.

Claims that even college and university institutions dedicated to the search for truth sometimes give out false information when it is to their advantage. However, most PR professionals agree that it is bad practice to do anything that undermines integrity and credibility. Discusses guidelines for PR professionals.

Combs, H. Jurgen. "You Can Improve School-Community Relations," *NASSP Bulletin,* v71 n498 p126-29 Apr 1987.

Contends that if schools are to flourish in our changing society, members of the community need to be encouraged to support their schools. Outlines a PR program that can be used to improve school-community relationships.

Curran, Josephine. "Schools Raise Their Marks With Public Relations," *Public Relations Journal,* v42 n1 p11 Jan 1986.

Reports that the New York City PR firm of Soref and Silverman helped to launch a much-needed PR program for New York's public schools. States that the Go Public campaign began in 1983 with a telephone survey of one thousand New Yorkers, who were asked to give the school systems a grade of A or B; in May of 1984, PR handbooks were given out.

Daresh, John C. "Effective Home-School-Community Relations for Secondary School Improvement," *Clearing House,* v59 n7 p312-15 Mar 1986.

Presents three aims of effective home-school-community relations programs: involving parents and other citizens in making decisions related to the school's program, fostering ongoing multidirectional communication, and using community resources to enrich the school's total educational program.

"Dialing for Donors: Secrets of Five Successful Phonathon Volunteers," *Currents*, v12 n3 p6-9 Mar 1986.

Asserts that a fund-raising phonathon can only be as good as the people who work the phones. States that development directors asked to name their most productive callers included alumni, faculty, staff, and students. Presents the secrets of five highly successful phonathon volunteers.

Druck, Kalman B. "Advancement Planning: An Objective View," *Currents*, v12 n1 p16-21 Jan 1986.

Asserts that planning must revolve around objectives related to students, faculty, money, and political support. Concludes that when it is understood that all of the institution's advancement activity should help produce these four things, planning is easy.

Egan, Bessie. "Homecoming for Library Symbol," *Canadian Library Journal,* v44 n1 p13-14 Feb 1987.

Discusses the significance and development of the library symbol and the history of its acceptance by the American Library Association (ALA) and the Canadian Library Association (CLA).

Elam, Stanley M. "Differences between Educators and the Public on Questions of Education Policy," *Phi Delta Kappan,* v69 n4 p294-96 Dec 1987.

Summarizes major opinion differences between the general public and professional educators uncovered in the April 1987 *Phi Delta Kappan* Gallup Poll. Educators differed regarding biggest problems; improvement progress; community school ratings; the voucher system; organized prayer; parental choice of curricular materials; physical education, fine arts, and computer training programs; and national testing programs.

Elliott, Nancy L. "Letters From Home," *Currents*, v12 n7 p61-64 Jul-Aug 1986.

Asserts that Dartmouth's class newsletter program has proved to be a simple but effective way to foster loyalty, affection, and support among their alumni. States that the newsletters also promote continuing education programs, act as informal career and placement networks, and find lost alumni.

Farley, Eileen. "Fund Raising and Public College Trustees," *AGB Reports,* v28 n5 p22-23 Sep-Oct 1986.

Asserts that public college trustees' responsibilities in fundraising include ensuring that private fundraising takes place, setting policies and priorities, linking private philanthropy and public funding authorities, assuring college support of alumni and PR activities, furthering public confidence, and giving.

Farrell, Charles S. "'Babysitting' Prospects and 'Selling' Parents: A Rookie Coach Enters the Recruiting Wars," *Chronicle of Higher Education,* v33 n31 p39-41 Apr 15 1987.

Asserts that the new basketball coach at the University of Maryland finds the difficult introduction to college athletics intensified by months of bad publicity for the institution.

Foley, Charles F. "Dealing With Crises: One Principal's Experience," *NASSP Bulletin*, v70 n494 p46-51 Dec 1986.

Presents a case history of how the principal of the school where teacher-astronaut Christa McAuliffe taught, dealt with the media before and after the ill-fated challenger space flight.

Fowler-Finn, Thomas. "Invite the Community to Learn Why You Do What You Do All Day," *Executive Educator,* v8 n10 p24-25 Oct 1986.

Reports that public support was boosted in a New York State school district by developing evening workshops with staff members, school board members, and the public. Explains that they centered on clearing up misconceptions about the roles and duties of school staff and administrators. Includes suggestions for keeping presentations short.

Gehrung, Fred; and others. "How Can Community Colleges Work with the Media to Improve Their Public Image?" *Community, Junior and Technical College Journal,* v57 n1 p32-35 Aug-Sept 1986.

Presents essays by four PR specialists Fred Gehrung, Jane Johnson, and D. Richard Petrizzo and Marlene Stubler, who discuss how community colleges can increase their coverage in the media. Suggests ways of improving relations with the press and bringing newsworthy stories to the media's attention.

Golden, Sandra. "1987 Paragon Awards," *Community, Technical, and Junior College Journal,* v58 n1 p28-34 Aug-Sept 1987.

Describes the annual Paragon Award winners, representing 76 successful community college marketing efforts in the areas of overall promotion; best catalog, schedule, annual report, newsletter, news story, viewbook, brochure, poster, folder, postcard, outdoor advertising, print advertisement, radio advertisement, video promotion, photographs, media success story, and government/community relations program.

Goldman, Robin. "Get the Word Out," *Currents,* v13 n2 p30-34 Feb 1987.

Describes the University of Wisconsin-Madison's news service's responsiveness. Its philosophy is to supply the media what it needs when it needs it, despite low budgets and inconvenient geography. Discusses releases, wire service contacts, resource services, broadcast services, and personal contacts.

----------. "Take the Initiative," *Currents,* v13 n2 p46-51 Feb 1987.

Describes a program at Carnegie-Mellon University, where President Richard M. Cyert set establishing national visibility as a university-wide goal six years ago. Discusses how the PR office developed a hard-driving program centered on national media coverage.

Goodfriend, Phyllis R.; Gogel, Margery. "Schoolwide Public Relations for the Reading Teacher: A Primer," *Reading Teacher,* v40 n4 p428-32 Jan 1987.

Outlines ideas used by two reading teachers to make their school aware of their services, help students lose their fear of the reading room, and enhance their overall image.

Green, Suzanne R. "The Wizardry of Computer Connections," *Currents,* v12 n8 p14-23 Sept 1986.

Offers a checklist of 10 ways to use computers in a college or university PR office including storing information, streamlining tasks, distributing news, handling hometown releases, maintaining mailing lists, communicating, producing publications, and coordinating calendars.

Gross, Lawrence R. "Use Public Hearings to Take the Pulse of the Body Politic," *American School Board Journal,* v173 n7 p28-29 Jul 1986.

Outlines guidelines for school boards to follow in setting up effective public hearings on school issues. Shows how the guidelines are divided into two groups: (a) what to do to prepare for the hearing, and (b) how to conduct the hearing itself.

Guyton, Edith; Antonelli, George. "Educational Leaders and the Media," *Action in Teacher Education,* v9 n2 p49-54 Sum 1987.

Investigates whether teacher educators are interested and/or actively involved in PR efforts.

Halpern, Sheldon; Rosenblum, Jesse H. "We're All in This Together," *Currents,* v12 n4 p38-44 Apr 1986.

Reports that in 1980, the president of Trenton State College directed the administrators for admissions, college relations, planning, and institutional research to develop and implement a marketing program to raise the average total SAT scores of entering freshmen from 927 to 1000. Describes the accomplishment of this goal.

Halstead, Carol. "Big Time for Small Colleges?" *Public Relations Journal,* v40 n4 p9 Jul 1986.

Reports that because of the difficulty that small colleges experience in gaining recognition, the Council on Independent Colleges hired College Connections to coordinate a PR campaign. States that adopting the slogan, "Small Colleges Can Help You Make it Big," the campaign featured well-known people who have graduated from small colleges such as Ronald Reagan, Paul Newman, and Gary Hart.

Hanft, Barbara E. "The Clinician as Advocate for Sensory Integration," *Occupational Therapy in Health Care*, v4 n2 p137-46 Sum 1987.

Discusses professional advocacy as a means to promote occupational therapy services. Sensory integration is the focus, but the process discussed is valuable for promoting any aspect of occupational therapy. Illustrates the process with examples of providing occupational therapy to children in a public-school setting.

Hanlon, William F.; and others. "Public Relations Winning Friends for the School Library," *Book Report*, v5 n1 p14-25 May-Jun 1986

Addresses PR in junior and senior high school libraries. Covers effective PR events, library advisory board open to students, library patron questionnaire, newsletters, communicating with administrators, marketing ideas, Library People (a junior high school club), and promotion based on a movies theme.

Head, Joe E. "Making the Recruitment Connection," *Currents*, v12 n1 p14-17 Mar 1986.

Asserts that the use of the phone can help colleges in their general admissions goal to get the right number and type of students to enroll. Gives phone tips, preparing for the call, making the call, and building on the system.

Hester, Gerald L. "Elements of Successful Partnership in Spokane," *NASSP Bulletin*, v70 n490 p22-24 May 1986.

Presents a case history of a successful partnership between the local schools and local businesses.

Hodgkinson, Harold L. "Courage to Change: Facing our Demographic Destiny," *Currents*, v13 n7 p8-13 Jul-Aug 1987.

Describes allegedly scandalous demographic conditions at U.S. universities: uneven and inconsistent standards, under-representation of minorities, and college sports scandals, among others.

Hrabowski, Freeman A.; Johnson, Dennis L. "Meeting the Needs of Minority, Urban Students," *AGB Reports*, v28 n1 p29-33 Jan-Feb 1986.

Presents the ways in which Coppin State College improved its image among, and its marketing to, potential students within the urban community. The following self-assessments were undertaken: faculty, student, and community perceptions, and a survey of the needs of residents and employers.

Hutton, Barbara J. "Foster Public Relations with a Mini-Museum," *Social Studies*, v77 n3 p261 Nov-Dec 1986.

Describes how a group of fourth-grade teachers culminated their state history instruction with independent and small-group projects that became a mini-museum. Includes practical information for securing parental assistance and press coverage.

Jackson, Patrick. "How to Build Public Relationships that Motivate Real Support," *NASSP Bulletin*, v70 n494 p25-26,28-31 Dec 1986.

Offers a road map for public support: practicing PR as a process, assuring public behavior that will stand the scrutiny of exposure, targeting audiences, identifying group leaders, providing the kind of targeted information that people care about, and remembering that the chief public information officer is the principal or superintendent.

James, Bill. "If It Can Happen Here, It Can Happen Anywhere," *Thrust for Educational Leadership*, v16 n4 p41-42 Jan 1987.

Considers how school districts should prepare for a teacher strike. Contends that administrators should assess their PR program and the strength of their board, know their adversary (the union) and the bargaining process, assess the management team, and plan strategically.

Johnson, Cathy. "The Positive Parent Approach to School PR," *NASSP Bulletin*, v70 n494 p19-20, 22-24 Dec 1986.

Asserts that although frequently overlooked in schools' PR efforts, parents are uniquely motivated and qualified to communicate positive messages about schools. In Dallas, Texas, parents and city groups formed Positive Parents of Dallas to promote their school district and public education. Describes the group's activities and suggests projects for other schools.

Jones, Dick. "Tap into the Wires," *Currents*, v12 n7 p57-60 Jul-Aug 1986.

Asserts that a story on the wire services puts an institution's name before editors and news directors at media outlets all over the state, region, and nation. Suggests that to get stories onto the wires, the development officer needs to have sound news judgment, the ability to write clearly, and tact.

Justiz, Manuel J.; and others. "On the Front Lines: Presidents Build Institutional Image," *Educational Record*, v67 n4 p24-31 Fall 1986.

Outlines and illustrates that the principles used by college presidents in enhancing their institutions' images in profiles of the presidents' roles at the University of South Carolina, Trinity University, Tuskegee University, and the Community College of Philadelphia.

Keefe, Betty; and others. "High Touch: PR. Practical Approaches to Public Relations," *School Library Media Quarterly*, v14 n3 p128-30 Spr 1986.

Relates tried, tested, and successful PR programs in use at school library media centers. Discusses a four-step process for developing a suitable PR program (research, planning, action, and evaluation) and programs that focus on communicating with school staff, administrators, parents, and the community.

Kendall, Brian E. "Breaking with Tradition: The Benefits of a Circular, Site-Based Communication Network," *Journal of Educational Public Relations*, v9 n3 p4-9 Win 1986.

Shows that a California school district has developed a unique PR network that has overcome the traditional bottleneck design, and increased communication among schools, students, parents, and community. It is based on the PR department's coordinating a circular network that uses trained school-site coordinators to feed information to the appropriate media.

Krajewski, Robert. "Closing an Old School? Say Good-bye with a Farewell Bash," *Executive Educator*, v9 n2 p22-23 Feb 1987.

States that to ease the pain of closing two dilapidated high schools, the East Chicago (Indiana) City Schools threw a gala alumni farewell party. To organize a similar event, superintendents should galvanize staff, win the school board's support, publicize the event, involve the community, use incentives to boost attendance, encourage creativity, and keep a record of the event.

Lance, Elizabeth R. "Survey Finds That Few Women are Teaching in PR Programs," *Journalism Educator*, v40 n4 p7-8 Win 1986.

Presents results of a survey indicating that although nearly 70 percent of undergraduate PR majors are women, these students have few female role models teaching them. She also finds that those women currently teaching PR carry heavy teaching and student contact responsibilities, primarily because of their beginning faculty positions.

Landers, Mary. "Video View-Books," *Currents*, v12 n6 p30-35 Jun 1986.

Finds that many institutions of higher education are adopting video as a recruitment tool. States that different methods of distributing videos include mailing, networks, recruitment trips, and on-campus use. Provides suggestions for producing a video.

Lauer, Larry. "Eight Steps to a PR Plan," *Currents*, v12 n1 p28-31 Jan 1986.

Suggests that special projects and strategies be developed to help institutional advancement. States that all need to put forth a central message, linked by several themes. Provides directions to develop a strategic communications plan that works.

Lindsey, Charles. "Try These Tonics to Pep Up Schools," *Executive Educator*, v8 n4 p28,38 Apr 1986.

Suggests time-honored tactics for superintendents wishing to boost community support for schools, including (1) weekly school visits, (2) teacher-observation requirements for principals, (3) weekly school-board newsletters, (4) daily lunches with school children, (5) minimal yearly teaching requirements for all administrators, and (6) a well-developed five-year plan for excellence.

Marks, Linda. "Improving Our Prospects: How Stanford Uncovered New Major Gift Potential," *Currents*, v13 n10 p38-45 Nov-Dec 1987.

Describes the author's method for identifying prospects for major gifts.

Maw, Sheri. "*Good Morning, America,* from Pocatello, Idaho," *Vocational Education Journal,* v62 n8 p41-42 Nov-Dec 1987.

Shares how the author planned activities for National Vocational Education Week at her school. The activities featured the school's appearance in the opening segment of the American Broadcasting Company's national morning program, *Good Morning, America.*

McDonald, Alice. "Solving Educational Problems through Partnerships," *Phi Delta Kappan,* v67 n10 p752-53 Jun 1986.

Describes the statewide Kentucky Educational Foundation developed in 1984 to coordinate partnerships between business, community groups, and public schools.

McGannon, J. Barry. "Mail Call: How to Combine Phonathons with Direct Mail," *Currents,* v12 n3 p10-13 Mar 1986.

Contends that by combining phonathons with direct mail, colleges can make their solicitation more personal and more effective. Advocates the use of student callers; describes the use of the telephone-direct mail program by St. Louis University.

McLaughlin, Mike. "Forge Alliances with Key Groups," *Executive Educator,* v9 n11 p21, 30 Nov 1987.

Describes Cotati-Rohnert Park (California) Unified School District's establishment of formal alliances with three important groups: parents, college and university officials, and community and business leaders. Advises superintendents on how to initiate joint efforts that can produce increased volunteer help, a political base of support, and a community communications network.

Messina, William J.; Taylor, Karla. "Join the Club," *Currents,* v12 n7 p12-15 Jul-Aug 1986.

Finds that gift clubs give donors a reason to make significant gifts. States that mega-gift clubs succeed for four reasons: they are an attractive way to recognize donors, clubs give donors who are ready and willing an opportunity to give, they offer status, and they provide donors with tax deductions.

Miller, Kay; Baxter, Michael J. "Keeping Your Cool," *Currents,* v13 n10 p22-25 Nov-Dec 1987.

Asserts that with increased media scrutiny has come the need for better PR in higher education. Some rules and practices for crisis communications are presented, including: make sure the staff speaks one language, review what can and cannot be said, help reporters and treat them fairly, be accessible.

Moisan, Leonard J. "Marketing Principles in Higher Education," *AGB Reports,* v29 n4 p34-37 Jul-Aug 1987.

Discusses ten marketing concepts to consider, including: assigning a protagonist, understanding of institutional mission, testing purpose against constituencies, planning effectiveness, positioning, politics, prioritizing, promotion and publicity, choosing representatives with a sense of passion, and performance or delivery of promised services.

Moore, Ella C. "Bridging the Gap between Schools and Businesses," *NASSP Bulletin,* v70 n490 p24-25 May 1986.

Offers a case history of a successful partnership between the local schools and local business.

Mugits, Michael J. "Prove That Schools Are a Sound Investment," *American School Board Journal,* v174 n10 p42 Oct 1987.

Describes the Amarillo (Texas) Independent School District's Festival of Learning, a PR event that promoted the schools during the city's centennial celebration.

Norman, Helen Watkins. "Planning for Change," *Currents,* v13 n6 p32-40 Jun 1987.

Asserts that change or the prospect of change can bring new life to an institution. In education's competitive marketplace, planned change (as opposed to change in response to a crisis) is both inevitable and necessary. Discusses ways to sail smoothly through name changes, mergers.

Ordovensky, Pat. "Dealing with the Media: Honesty is the Best Policy," *NASSP Bulletin,* v70 n494 p35-37 Dec 1986.

Describes an English teacher with no PR experience effective for two reasons: (1) desire to help the media get their stories, (2) honesty.

Palmer, Stacy E. "Fearing Loss of Public Confidence, Some Colleges Change Ways They Deal with Their Constituencies," *Chronicle of Higher Education*, v33 n34 p1,24-25 May 6 1987.

States that colleges are appointing senior-level people to handle PR. Concerns about the public's skepticism include: setbacks in Congress, attacks on moneymaking operations, academic quality, dissatisfaction of employers, cynicism about college sports, anxieties about cost, competition for resources, scandals.

"Parent Involvement: What Your PTA Can Do. Message from the National PTA," *Journal of Educational Public Relations*, v9 n4 p17-24 Spr 1987.

States that the National Parent Teacher Association (PTA) provides a planning guide insert to help PTAs strengthen parent and community involvement in schools. Includes discussion of improving parent involvement in schools, activities that help parents help their children, development of parents as volunteers, steps to increase parent involvement in school decision-making, and a questionnaire.

Patouillet, Leland D. "Our Good-Will Ambassadors," *Currents*, v12 n1 p40-43 Jan 1986.

Describes the University of South Florida Student Ambassadors, two dozen students chosen by the alumni association, who serve as the association's emissaries to everyone from fellow students and top administrators to prospective donors and media.

Peterson, Michael. "Camp Fairs, A Marketing Alternative," *Camping Magazine*, v59 n3 p16-18 Jan 1987.

Discusses advantages of camp fairs in establishing contact with new campers and their families. Suggests eight techniques to help camp directors successfully represent their camps. Lists 25 camping fairs held January-March 1987, with date, sponsor, location, and contact.

Petura, Barbara B. "Homeward Bound," *Currents*, v12 n8 p24-29 Sept 1986.

Contends that until computers revolutionized the process of preparing hometown news releases, it was the most tedious job of the college news services. States that now, computers merge data on individual students with a basic shell story. Asserts that the computer can generate better, more personalized stories, process standard stories more efficiently, and distribute releases effectively.

Pitch, Judi. "Microform Awareness through a Public Relations Campaign," *Microform Review*, v15 n1 p28-30 Win 1986.

Asserts that realities of space limitations, microform availability, paper copy loss, and mutilation require that library patrons accept use of microforms. A PR campaign, appropriately timed and involving staff training, displays, events, and publicity, can be used to inform and instruct patrons in availability and use of microform collections and equipment.

Pitts, Mark. "Suggestions for Administrators of Rural Schools about Developing a Gifted Program," *Roeper Review*, v9 n1 p24-25 Sept 1986.

Presents planning and management suggestions that are offered to administrators developing gifted programs in rural settings. Emphasis on making effective use of limited time and personnel, inventiveness in financing and transportation, and dealing sensitively with community feelings.

Powell, Bob. "Volunteers in the Schools: A Positive Approach to Schooling," *NASSP Bulletin*, v70 n494 p32-34 Dec 1986.

Asserts that school volunteers are willing to work and be involved, but they need the involvement of the principal or superintendent. Describes a case history from one school principal listing all the ways that volunteers help, from non-instructional assistance to tutoring and helping to grade papers.

Powell, Frances. "Help Meet School Needs: Establish an Alumni Foundation," *NASSP Bulletin*, v70 n494 p41-45 Dec 1986.

Asserts that schools that do not establish a viable alumni foundation are missing opportunities for involvement, creating support for school needs, and directing contributions of goods, services, and money. Explains how to start an alumni foundation.

"Public Relations for Secondary Schools," *NASSP Bulletin*, v70 n494 p52-54,25-31,3-13 Dec 1986.

Devotes the final issue of 1986 to a primer on PR for secondary school principals. Among the writers recruited for this theme issue are Edward Bernays ("An organized approach to PR efforts"), Patrick Jackson ("How to build public relationships that motivate real support"), and Jack Wherry ("Enlisting entire staff support for PR efforts").

Pugel, Mary E. "Keep Those Cards and Letters Going," *Currents*, v13 n3 p38-40 Mar 1987.

Asserts that regardless of the size of a constituency or development office staff, a prompt and personal thank-you letter for every college donor's gift is a must. This ritual is as crucial to a successful development program as any other step in the fundraising process.

Raley, Nancy. "The Plan's the Thing," *Currents*, v12 n1 p22-26 Jan 1986.

Claims that planning is the process of setting direction, priorities, and guidelines. Describes a CASE survey of PR professionals that notes the use of staff retreats and brainstorming sessions, among other techniques and strategies, that help professionals plan.

Riley, Richard W. "In South Carolina: Private Sector Partnerships," *NASSP Bulletin*, v70 n491 p42-46 Dec 1986.

Explains how the state's Education Improvement Act of 1984 approaches problem-solving as a partnership with the private sector. States that the Act involved the business community by interaction and building support for business; and describes its methods among teachers and administration.

Rollins, Kent D. "Tuning in Your Alumni," *Currents*, v12 n6 p36-39 Jun 1986.

Describes a monthly TV program called Arizona Alumni Forum, which was part of the University of Arizona Alumni Association's total communication strategy. Discusses getting started, figuring the budget, getting on the air, being the perfect host, and taping the program.

Rytter, Robert J. "Of Logos and Letterheads," *Currents*, v13 n7 p18-22 Jul-Aug 1987.

States that the simplest form of institutional identity program is a wordmark (a typographic treatment of the institution's name) and a set of guidelines for presenting the wordmark on all communications. A more detailed program might include a logo, standards for the placement of information on the paper, family of typefaces, etc.

Savage, Daniel D. "Public Relations and Marketing," *New Directions for Community Colleges*, v15 n4 p75-81 Win 1987.

Urges community colleges to adopt proactive PR strategies. Examines the role of the public information officer in such areas as coordination of PR and marketing activities, relations with media, and the development of a comprehensive PR plan.

"School-Business Coalitions," *NASSP Bulletin*, v70 n490 May 1986.

States this theme topic and covers several phases of working with the private sector. Topics include role of principals, role of business in education, adopt-a-school program, bridging the gap between school and business, and a case history of a successful school-business partnership in Spokane, Washington.

Shaw, Robert C. "Advice for Principals: Do's and Don'ts for Dealing with the Press," *NASSP Bulletin*, v71 n503 p99-102 Dec 1987.

Lists 10 do's and don'ts for principals who must, on occasion, deal with the news media.

Sheridan, Dixie. "Hello, Goodby," *Currents*, v11 n10 p58-60 Nov-Dec 1986.

States that a resignation or announcement of a new college president is one of the most difficult, but most important, to control. Contends that there is a lot to lose when inaccurate, incomplete, or speculative information is reported. Provides some suggestions on how to control the news.

Shields, Charles. "Good Public Relations Is Good for Business (and Guidance Departments, too)," *School Counselor*, v34 n2 p144-46 Nov 1986.

Describes some PR techniques used by businesses that can be adapted by counselors to give them the recognition they deserve and to improve the school's image.

Showalter, Shirley Hershey. "The Faculty Strategy," *Currents*, v13 n8 p34-37 Sept 1987.

Describes how author obtained faculty support in recruiting students for a small college.

Stainbrook, James R., Jr. "Welcome Mats and Other Things: Hospitality in the Schools," *Clearing House*, v61 n2 p88-90 Oct 1987.

Advocates promoting a good relationship between school and community by greeting visitors in a courteous and friendly manner.

Stephens, Karen. "Promote Your National Center Accreditation!" *Child Care Information Exchange*; n58 p48-51 Nov 1987.

Recommends publicizing the achievement of nationally accredited child care centers and suggests ways of doing so. Notes that such promotion publicly recognizes staff, advocates high quality care for all children, helps to maintain funding sources, aids enrollment, and helps to attract and retain qualified staff.

Stout, Don F.; Channell, Maggi. "Recruit with Research," *Currents*, v13 n5 p28-30 May 1987.

Uses a survey for incoming freshmen to identify the two most important influences on their decisions to enroll at Ohio University. Discusses how this information was applied to improve publications used in student recruitment. Considers how to turn admissions data into publications.

Swift, J. Gilbert III. "Cooperate to Celebrate: a Great Reunion Means Working Well with Alumni," *Currents*, v13 n10 p14-21 Nov-Dec 1987.

Relates a successful experience with an alumni reunion at Lawrence University.

Taylor, Thomas E. "A Marketing Management Approach for Continuing Education," *Community Services Catalyst*, v16 n1 p14-18 Win 1986.

Applies a marketing management model to the revitalization, or remarketing, of continuing education. Assesses the potential of continuing education as a higher-education market. Suggests surveying present students, developing and quantifying hypotheses, applying new technology, promoting selected benefits, approaching areas of opportunity, and applying expectancy theory.

Terril, Sandi. "Place These Five Functions at the Top of Your P.R. Plan," *Executive Educator*, v9 n5 p22-23 May 1987.

Presents a small Kansas school district's five-step approach to PR. Success hinges on coordinating school activities on a master calendar, publishing a monthly newsletter, writing weekly progress reports to school board members, telephoning parents, and acknowledging staff and student contributions. An inset furnishes advice about effective communication strategies.

Trow, Martin. "College Trustees Should Not Make Moral Pronouncements on Such Political Matters as Divestment and South Africa," *Chronicle of Higher Education*, v34 n5 pB1,2 Sep 30 1987.

Asserts that to demand that trustees take a moral position on a political issue asserts the primacy of political over other social and cultural values, and denies the right of people of diverse views to pursue a non-political institution's interests cooperatively.

"U. of Miami Tries to Repair Damage to Its Reputation Inflicted by Football Players' Scrapes with the Law," *Chronicle of Higher Education*, v34 n5 pA35-36 Sep 30 1987.

The University of Miami has established 19 new rules aimed at orienting student-athletes to the campus, preparing them for the pressures of college athletics, and ending incidents of embarrassing athlete behavior.

Vitale, Thomas. "Let's Get Acquainted," *Currents*, v13 n5 p14-17 May 1987.

States that publications consultants picked three student recruitment brochures that were the best search pieces they had seen, and described why they worked. The three brochures and their designers included University of Pennsylvania and North Charles Street Design Organization, Carleton College and George Dehne, and DePaul University and Stein Educational Division.

Volkmann, M. Frederic. "Whetting Student Appetites," *Currents*, v13 n5 p26-27 May 1987.

Provides suggestions on how to improve first-contact recruitment mailings: involve experts in planning, include cover letter, target messages, find a great writer for brochure and cover letters, keep it short, sell location, print brochure in colors, eliminate evidence of computer-generated messages.

Walker, John E. "Local Opinion Polling. The Benefits of Polls and How to Conduct Them," *Journal of Educational Public Relations,* v9 n4 p10-14 Spr 1987.

Asserts that many schools have instituted their own community polls to provide a vehicle for school decision-making. Highlights the steps involved in developing effective polling techniques through adaptation of the Gallup Poll. Includes a discussion of do's and don'ts for telephone pollsters and a sample polling instrument.

Wassom, Julie. "Market Positioning: You Are What They See," *Child Care Information Exchange,* n50 p19-21 Jul 1986

Describes how a child care center can enhance its marketing position in its community.

Wherry, John H. "A Public Relations Secret: Enlist Entire Staff for PR Effectiveness," *NASSP Bulletin,* v70n 494 p3-13 Dec 1986.

States that this is no secret, but is often the most neglected part of PR. The author, who is executive director of the National School Public Relations Association, includes a PR quiz.

Whitten, Christine G. "Ten Years of Excellence Brochure Gets the Message Across," *NASSP Bulletin,* v70 n494 p38-40 Dec 1986.

Claims that although Roosevelt High School (Maryland) boasted an excellent science program and award-winning teachers, colleges in neighboring states were relatively ignorant about the school. In 1985, Roosevelt High's principal, with help from a special committee, developed a distinctive brochure to advertise the school's uniqueness.

Wilkerson, Ron. "Featuring Your Story," *Vocational Education Journal,* v62 n8 p38-40 Nov-Dec 1987.

Provides specific information for vocational educators who wish to write feature articles highlighting their programs for the local print media. Topics covered include idea gathering, interviews, writing, manuscript preparation, and placement.

Willis, Charles L. "Strengthening the Bonds between the School and the Community. Parents of Eight Unusually Successful Elementary Schools Describe How It Is Done," *Journal of Educational Public Relations,* v9 n4 p28-31 Spr 1987.

Reviews parent-community-school relationships in eight schools participating in the Elementary School Recognition Program of the United States Department of Education in 1985-86. Includes excerpts from parent interviews. The schools exhibited commonalities such as capturing the interests of parents, establishing shared responsibility, and making the community part of the learning environment.

Wilson, Bruce L.; Rossman, Gretchen B. "Collaborative Links with the Community: Lessons from Exemplary Secondary Schools," *Phi Delta Kappan,* v67 n10 p708-11 Jun 1986.

Reviews the Department of Education's Secondary Schools Recognition Program showing that exemplary secondary schools often have formed collaborative links with their communities. The five ways that schools do this are: recruiting volunteers, aggressive PR, attracting financial resources, school members volunteering in the community, and building an identity with the community.

Woodside, William S. "Business in Education Is There Life After Partnerships," *NASSP Bulletin,* v70 n490 p6-11 May 1986.

CEO of American Can Company asserts that business can have a powerful impact on public education by harnessing its influence in support of education. Discusses opportunities for lobbying in behalf of schools, loaned executive programs, mentor programs, and consultants on curriculum.

Wyatt, J. F. "What's in a Name?" *Higher Education Review,* v19 n2 p61-68 Spr 1987.

Examines the preferences of British teenagers for names of higher education institutions, including the use of terms such as academy, college, college of higher education, college of arts and sciences, institute, or school, and geographic, religious, royal, or personal names.

Yankelovitch, Daniel. "Bridging the Gap: Why Getting Public Support Is So Hard," *Currents,* v13 n9 p24-27 Oct 1987.

Answers the question: If the public loves universities, why is it so hard to get its support?

Zimme, Phil. "Special Delivery," *Currents*, v12 n7 p52-56 Jul-Aug 1986.

Suggests that specialized publications such as *Opera News*, *Gourmet*, and *Forbes* can bring an institution's story to targeted audiences. Describes the experiences of Chautauqua Institution. Discusses some of the benefits of marketing articles to these publications.

Books

Appel, D. L. *Marketing*. Washington, DC: NCE Association. 1986. 52pp.

Suggests ways in which institutions, Catholic schools in particular, can move beyond PR and advertising to engage in the broader arena of marketing with its focus on consumer satisfaction.

Gibson, A. R. *Student Recruitment*. Washington, DC: NCE Association. 1986. 45pp.

Presents a process for developing or improving student recruitment programs for Catholic schools.

Quigg, H. G., ed. *The Successful Capital Campaign: from Planning to Victory Celebration*, Washington, DC: CASE. 1986. 188pp.

Offers a collection of 22 chapters on capital campaigns to fundraising professionals, newcomers, and volunteers.

Ryans, C. C.; Shanklin, W. L. *Strategic Planning, Marketing, Public Relations, and Fund-raising in Higher Education: Perspectives, Readings, and Annotated Bibliography*, Metuchen, NJ: Scarecrow Press. 1986. 280pp.

Includes previously published journal articles by experts in this area.

Special Events

Journals

Beyer, Christopher. "Event-Sponsorship Trends," *Public Relations Journal*, v42 n7 p11-12 Jul 1986.

Asserts that event sponsorship continues to be popular with corporations. Discusses trends in event sponsorships.

Danilov, Victor J. "Museum Pieces," *Public Relations Journal*, v42 n8 p12-16,30 Aug 1986.

Discusses corporate museums which are usually planned for PR, company history, or marketing reasons. Explains that corporate visitor centers, part of the corporate museum trend, allow visitors to experience the history of the company, its accomplishments, its present operations, special interests, and products. Explains that company museums usually include plant tours, exhibits, and audio-visual presentations.

Hammer, David P. "Trade Show PR Effort Requires Advance Planning, Follow-up," *Marketing News*, v20 n10 p8 May 1986.

Suggests that given proper long-term planning and commitment, a trade show can be a cost-effective tool for marketing and PR. Explains that once a company has carefully chosen a trade show suitable to marketing needs, as many PR opportunities as possible should be pursued, including speaking forums, printed show materials, trade-show dailies, and establishing solid contacts with show organizers.

Hurley, Terrence. "Marketing, Not Just Event, Key to Successful Sports Sponsorship," *Marketing News*, v20 n21 p9 Oct 1986.

Asserts that if a sporting event is to be a success, promotion must be as carefully planned as the event itself. Suggests that organizations that sponsor athletic events should utilize as many marketing tools as possible.

Sanfilippo, Barbara. "How to Energize Your Sales Staff," *Bank Marketing*, v18 n10 p32-36 Oct 1986.

Asserts that sales rallies, such as those held by IBM, Xerox, and Mary Kay Cosmetics, are effective tools to reward, educate, recognize, and motivate sales staffs. States that banks are using these high-energy sales staff conferences to invigorate their sales forces. Discusses examples of such meetings at Bank of America and California First Bank.

"Speakers," *Association Management*, v39 n4 p93-100 Apr 1986.

Contains a section on choosing speakers. Articles discuss trends on the lecture circuit, and how to select the speakers to meet specific objectives.

Wathen, Mel. "Ritzy Business," *Public Relations Journal*, n42 n8 p9-10 Aug 1986.

Presents a case history of the American Formalwear Association, including tuxedo makers, introducing a one-year PR campaign to commemorate the 100th anniversary of the tuxedo's introduction. Lists various anniversary celebrations and events.

Writing Techniques

Journals

Aldrich, Pearl G. "The Writing Bugaboo," *Association Management*, v38 n3 p111-114 Mar 1986.

The author names as 'bugaboos' lack of goals and preparation.

Burdette, Melinda J. "The Best Defense: Replying to Angry Letters," *Currents*, v13 n3 p42-44 Mar 1987.

Gives prescription for answering letters from irate publics.

Davids, Meryl. "Clearer Channels," *Public Relations Journal*, v43 n5 p6-7 May 1987.

Examines the PR professional's problems of writing for television and radio. Claims that the average viewer misses the point of two-thirds of all major TV news stories. Asserts that for a message to have a lasting impact, its implications need to be stated directly in the story. Gives pointers on how to do it. Suggests: Don't just ask, What is the story about? Ask, What are its implications?

Finn, David. "Exorcise the Executive Ghostwriters," *Fortune*, v113 n11 p159-171 May 26 1986.

Asserts that ghostwriting should be a compromise between staff work for the research, and writing by the chief executive. Recommends limiting number of speeches to those that can be managed, taping meetings when discussing ideas and views for use later in speeches, and making time to read the views of others.

Kushner, Malcolm. "Joke Writing for Publicity is No Joke," *Communication World*, v2 n3 p24-26 Mar 1986.

Suggests that one make one's client, boss or oneself shine by applying some simple rules of joke writing. Tells how to attract attention with humor.

Newsom, Douglas Ann. "Memos of Purpose," *Public Relations Journal*, v42 n6 p36-37 Jun 1986.

Classifies memos by bulletins that connote urgency, are conversational in tone, are primarily informative and are more detailed; action memos; summary memos; and file memos for the record.

Pearson, Ron. "Public Relations Writing Methods by Objectives," *Public Relations Review*, v13 n2 p14-26 Sum 1987.

Analyzes PR writing as an activity that is uniquely related to organizational goals and objectives. Provides a basis for theory by linking rhetorical theory and communication management, and describes a method for framing PR writing objectives. Notes that objective statements are useful because, among other things, they introduce consistency of language in PR department writing.

Pearson, Ron. "Public Relations Writing Methods by Objectives," *Public Relations Review*, v13 n2 p14-26 Sum 1987.

Asserts that a PR writing objective has three basic dimensions: (1) a subject that specifies audience; (2) a verb that specifies communication effect; and (3) a predicate that specifies the thesis of the PR message.

Pinsker, Sanford. "The Case Against Chronology," *Business*, v36 n3 p38-40 Jul-Sept 1986.

Charges that chronological reporting is not being selective, ignores implications of the facts, and provides order at the expense of analysis. Includes an example of a business letter that selects the high points, and analyzes them for effect.

Roen, Duane. "Learning to Bunt/Learning to Write," *Journal of Business Communication*, v24 n1 p65-72 Win 1987.

Recommends the following four stages of development to improve writing skills: pre-writing, drafting, revising, and editing. States that this removes the pressure from getting it right the first time.

Shore, Lys Ann. "The Numbers and the Games," *Association Management*, v38 n3 p105-108 March 1986.

Makes a case for statistics making headlines if they are clear, concise, and authoritative. They have to be fully explained in terms of effect, implications, and what they foretell. The author recommends that the implications be put up front and the statistics be used for support.

Weiser, Stephen. "Team Writing Made Easier," *Communication World*, v4 n10 p32-33,43,45 Oct 1987.

Asserts that when everyone gets in on the writing act, it is hard to control the sales brochure, annual reports, or marketing video. Answers the question: Why do we need team writing? Discusses the consequences of team writing, reasons for review meetings, the jobs that need to be covered, the tinkering, and strategies for successful team writing.

Wells, Hugh. "Agreement is a Disagreeable Subject," *Public Relations Journal*, v42 n3 p11 Mar 1986.

Asserts that PR writers need to know the finer points of getting verbs and nouns to agree in tense, number and gender in a sentence. Contends that while agreement might seem obvious, in certain situations it can befuddle even the best writer. The writer points out that simple sentences make the situation easier for writers to handle.

Wright, Donald G. "Where Have All the Writers Gone?" *Communication World*, v4 n12 p14-15 Dec 1987.

Asserts that colleges and universities, eager to fill classrooms with students equally eager to train for a career in PR, are doing a disservice to the profession by emphasizing management over basic-skills writing.

Books

Baugh, L. S.; Thomas, David. *Handbook for Business Writing*. Lincolnwood, IL: National Textbook Company. 1986. 192pp.

Shows how to write effective letters; use dictation more efficiently; produce memos, press releases, business reports and proposals. It includes quick answers to questions of grammar, spelling, punctuation, and business style.

Biagi, Shirley. *Interviews That Work: A Practical Guide for Journalists*. Belmont, CA: Wadsworth. 1986. 184pp.

Elaborates on the author's interviews with 46 experts in print and broadcast journalism, this book is filled with tips for getting a better story through skillful interviewing techniques. Includes case studies of actual stories that illustrate application of successful interviewing skills.

Desman, Sandra. *Writing for the Media*. Lincolnwood, IL: National Textbook Company. 1986. 172pp.

Explains how to write for the print media. Discusses news releases, feature stories, interviewing and other information-gathering techniques.

Hutchinson, E. R. *Writing for Mass Communication*. White Plains, NY: Longman. 1986. 474pp.

Explains both the basics and the finer points of writing for the mass media. States that among the forms of communication covered are advertising, newspapers and magazines, radio, television, PR and promotions, and editorials. Also includes discussions of the skills needed in writing for the new technologies of videotex, cabletext, and teletext.

Kelves, Barbara. *Basic Magazine Writing*. Cincinnati, OH: Writer's Digest Books 1986. 300pp.

Asserts that most published articles are variations of the seven basic types: the one interview/biographical profile, service article, and issue/one interview, Q & A, as-told-to interview, celebrity interview, and expository article.

MacDonald, R.H. *A Broadcast News Manual of Style*. White Plains, NY: Longman. 1987. 202pp.

Demonstrates how to achieve precision and clarity by speaking directly to the concerns that newswriters for the broadcast industry face. Part I discusses styles and formats of script pages; Part II describes the writing process.

Newsom, Doug; Carrell, Bob. *Public Relations Writing: Form & Style*, 2nd ed. Belmont, CA: Wadsworth. 1986. 442pp.

Helps develop the PR professional's most essential skill: the ability to write effectively in any format for any medium.

ERIC Related Sources Bibliography

Alfred, Richard L. and Weissman, Julie. Higher Education and the Public Trust: Improving Stature in Colleges and Universities. ASHE-ERIC Higher Education Report No. 6. Association for the Study of Higher Education. ERIC Clearinghouse on Higher Education, Washington, DC. 1987. 160 pp. [ED 296 692]

Institutional stature, its development and determination, and strategies for its enhancement in colleges and universities are discussed. Focus is on the fundamental dimensions of stature, how it is affected by the external environment, and what colleges can do to improve it. Chapters are as follow: Definition and Dimensions of Stature (higher education and public perception, what stature is, and what its dimensions are); Changing Public Attitudes toward Higher Education (societal conditions and public opinion, changing public attitudes and perceptions, psychological well-being and ill-being, and postulates derived from research); Attributes of Academic Organization and Performance (distinguishing characteristics of the academic organization and performance attributes); Practices to Enhance Stature in Complex Organizations (for-profit and not-for-profit organizations and principles for application to colleges and universities); Organizing Colleges and Universities to Enhance Stature (strategic assessment, allocation of resources, outcomes assessment and image management as leveraging strategies); and Summary and Conclusions.

Allen, Johnny Mac. Marketing Higher Education in the 80's: aAim for Service, Not Success, and Success Will Follow.' Residual Marketing. Paper presented at the Miami-Dade Community College District-Wide Enrollment Management Conference (Miami, FL, November 11, 1987). 10 pp. [ED 289 557]

Increasing competition in higher education for college students has given the term enrollment management wide acceptance in academia. Many factors are important to the success of enrollment management, including an informed enrollment management team of upper-level administrators committed to adopting a new philosophy in addition to new strategies, practices, and procedures. One example of a back-to-basics approach to enrollment management is Residual Marketing, which requires personal involvement and face-to-face communication between college personnel and the community. Unlike intensive television advertising and mass mail techniques, which are increasingly used by postsecondary institutions, residual marketing relies upon word of mouth to establish a college's credibility in the community. Miami-Dade Community College (Florida) has implemented a number of techniques to involve the community in the promotion of the college's programs, services, and image. Though these techniques have had immediate dividends, many of the residual benefits take months, even years, to reach full fruition. Though residual marketing demands total commitment from the campus individuals involved and may detract from the time devoted to institutional responsibilities, the approach has benefits for both the college and the community.

Appel, David L. *Marketing*. National Catholic Educational Association, Publication Sales, 1077 30th Street, N.W., Suite 100, Washington, DC 20007-3852 ($5.65 prepaid). 52 pp. [ED 269 863]

This booklet suggests ways in which institutions"Catholic schools in particular"can move beyond PR and advertising to engage in the broader arena of marketing with its focus on consumer satisfaction. The first of the book's three chapters reviews the concept of marketing, providing definitions of key terms, clarification of marketing's focus, a discussion of exchange relationships, and a comment on the importance of the school's acceptance of marketing's dual role as an organizational philosophy and a functional tool. Chapter 2 focuses on activities that will enable the school to listen to the marketplace, including developing a marketing committee, carrying out a marketing audit, and identifying and understanding the target market and the factors affecting that market's decision making. The third chapter examines the marketing mix, a combination of products, prices, locations for offering the product, and methods for promoting the product, which, when administered as an integrated whole, will most effectively use the school resources to reach and satisfy the target market. Applying these concepts in the school setting is stressed. An appendix provides a marketing audit for a Catholic school, consisting of questions for assessing the school's marketing environment, marketing strategy, and marketing activities.

Assessments and Efforts. A Report on the Public Image of Vocational Education. Florida State Council on Vocational Education, Tallahassee, FL. 1987. 22 pp. [ED 282 007]

This report assesses the image of vocational education through a review of several studies and projects concerned with that image. In the first section of the report, the three most recent studies that target the image of

vocational education from the national perspectives of manufacturers, state legislators, and employers are abstracted. Along with these abstracts are extracts of two recent Gallup Polls that indicate something of the image of vocational education held by the American public as a whole. Following these glimpses of the national picture are summaries of two studies from the Southeast, one from Florida and one from Georgia, that provide a regional perspective of the image of vocational education. The Florida study concentrates on the business community, whereas the researchers for the Georgia study also sampled the impressions of students, parents, and educators. The second section of this report contains brief descriptions of the efforts of a Florida educational agency to maintain and enhance the image of vocational education in Florida. In this section, three projects that have resulted in an enhancement of the image of vocational education in other states (New York, Hawaii, and Alabama) are reported. The final section contains conclusions derived from the literature and recommendations to the State Board for Vocational Education for continuing, and additional efforts that might be undertaken, to enhance the public image of vocational-technical education in Florida.

Attracting Students and Teachers to the Library Media Center. Texas Education Agency, A1701 North Congress Avenue, Austin, TX 78701-1494 ($1.00). 1987. 39 pp. [ED 297 764]

This guide presents a number of activities that are designed to attract students and teachers to the school library media center. Included are ideas and suggestions gleaned from various professional journals, books, and library media specialists around the state of Texas, such as: (1) games, contests, and reading clubs; (2) bulletin boards; (3) exhibits and displays; (4) signage, library forms, and bookmarks; (5) special days, weeks, and months; and (6) book fairs. While most of the activities suggested are designed for elementary and middle/junior high schools, they can be adapted to high schools. A bibliography of PR information is provided, which includes sources of posters. The appendixes contain reproducible items (Readers' Clubs, reading games, clip art samples, bookmarks) useful in the library media center setting.

Bishop, Robert L. What Public Relations Students Expect"And the Jobs They Covet. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 15 pp. [ED 284 251]

When a survey of PR practitioners showed no statistically significant correlations between prestige and 15 areas of PR specialization, a small scale study examined the career expectations and goals of PR students. Thirty university juniors and seniors majoring in PR completed a questionnaire concerning their perceptions of practitioners' salaries, longevity, education, and prestige, and the subjects' preferred area of specialization. Results showed student estimates of practitioners' salaries to be rather modest, although estimates of their own salaries in 10 years were more or less realistic. Highest estimates of prestige went to the corporate field. Results suggest that students and practitioners share a general perception of which fields of PR are the most prestigious. Perceptions of salary and interest in a field as a career choice were the most important elements in perceived prestige, although individual responses varied widely.

Bissland, James H. How Public Relations Practitioners Measure Success: A Critical Analysis of Silver Anvil Winners. Paper presented at the Annual Meeting of the International Communication Association (36th, Chicago, IL, May 22-26, 1986). 19 pp. [ED 276 075]

A study examined the evaluation methods used in 58 top public relation projects, specifically the Silver Anvil winners of 1984 and 1985, to discover how well PR practitioners are measuring and reporting success. Results indicated that measures of communication effect were most likely to be employed by Silver Anvil winners, measures of communication output were next most likely, and measures of organizational goal achievement were least likely. However, the typical Silver Anvil winner employed several methods of evaluation. When the criteria for confirming cause and effect are applied to the 40 cases in which inferred organizational goal achievement was cited, only 13 of the 58 Silver Anvil winners can claim that their PR efforts may have had an effect on organizational goal achievement. Though PR practitioners are aware of evaluative research, they cannot yet convincingly demonstrate how much credit they deserve for their evaluative results.

Bosley, Phyllis B. How Speech Communication Training Interfaces with Public Relations Training. Paper presented at the Annual Meeting of the Eastern Communication Association (78th, Syracuse, NY, May 18-21, 1987). 17 pp. [ED 284 318]

Speech communication training is a valuable asset for those entering the PR field. This notion is reinforced by the 1987 Design for Undergraduate Public Relations Education, a guide for implementing speech communication courses within a PR curriculum, and also in the incorporation of oral communication training within PR courses taught by representative PR educators. Design addresses course content that should be covered in a total PR program, and recommends an across-the-discipline approach in which the PR faculty, in cooperation with the speech communication faculty, would teach appropriate oral communication skills within the content of

their courses. Students might receive additional training in conflict resolution, decision making, and management theory. Currently there exists a PR Syllabi Bank that contains course syllabi in, for instance, introduction to PR, cases/problems, PR presentations, and public opinion/persuasion. Many of these syllabi already contain traditional speech communication curricula. Hence, sufficient evidence exists to support the value of this across-the-discipline approach to teaching PR.

Broom, Glen M. Public Relations Roles and Systems Theory: Functional and Historicist Causal Models. Paper presented at the Annual Meeting of the International Communication Association (36th, Chicago, IL, May 22-26, 1986). 21 pp. [ED 275 023]

The effectiveness of an organizations' adaptive behavior depends on the extent to which PR concerns are considered in goal setting and program planning. The following five open systems propositions, based on a functional paradigm, address the complex relationship between PR and organizational intelligence and do not call for studying the attributes of individual practitioners. First, PR structure and process are functions of the host organization's sensitivity to its internal and external environment. This perspective can be analyzed using both functional and historicist models. Second, the effectiveness of PR structure and process is a function of the adequacy of information input about the environment that gets factored into organizational decision making. Third, the status of PR in the organizational hierarchy is a function of the amount of variance in the organization's environment. Fourth, the level of PR participation in organizational decision making is a function of the extent to which PR engages in environmental intelligence activities. Fifth, an organization's ability to adapt to and influence its environment is a function of the nature and extent of PR participation in management goal setting and program decision making.

Burgett, James. Small Rural School Programs. River Ridge Community Unit School District #210, Elizabeth, IL. 1987. 14 pp. [ED 296 833]

Low cost or no cost ideas for programs in smaller rural schools are listed. Areas covered include PR, special programs and curriculum. Based on the experience of a small school district in Elizabeth, Illinois, these ideas include the school's relationship to students, faculty, and the community; extracurricular activities relating to substance abuse, academic competition, and personal adjustment; and development of innovative approaches in math, physical education, social studies, music, and vocational education. The effectiveness of boards of education, teachers, parents, administrators, taxpayers, and students can be enhanced if they see themselves engaged in an activity on which they are all on the same side, attempting to accomplish the same goals.

Celebrations: American Camping Association Annual Report 1986. American Camping Association, Martinsville, IN. 1986. 17 pp. [ED 286 670]

The 1986 American Camping Association (ACA) annual report reviews the year's achievements and outlines goals for the future. An introductory message from ACA President Jean McMullan notes successful fund raising to improve the association's national headquarters, passage of federal legislation exempting camps from paying federal unemployment compensation taxes on student employees, and 5% growth in ACA membership over the past two years. Liability insurance and child abuse issues are listed as problem areas. Association achievements include continued revision and wide use of ACA camp standards, certification of 2,172 individuals in various levels of the Outdoor Living Skills program, and publication of two new books. A summary of government relations activities discusses the association's work on liability insurance, use of public lands, the Take Pride in America theme developed by Secretary of the Interior Donald Hodel, and programs which provide camping opportunities for youngsters from low income homes. The 1986 fiscal year financial statement is presented and introduced by the news that, for the first time, the association has a total worth in excess of $649,000, a balance sheet over $2 million, and contributions totaling $408,576.

Cramer, Mary McCart. *Public Relations for Secondary School Media Centers. DSG Manual 2939.5.* Department of Defense Dependents Schools"Germany Region, Office of the Regional Director, Washington, DC. 1986. 47 pp. [ED 278 424]

Developed to increase media specialists' awareness of the value of PR to the media center program, this guide is designed to help media specialists encourage positive attitudes on the part of students, faculty, administration, and the community toward the media center, and ultimately to lead to a greater understanding of the media center's part in the total educational plan. The concept of PR is defined; checklists are provided for the evaluation of current PR activities aimed at the user groups of students, teachers, administrators, and the community; and suggestions are presented for services and activities designed to encourage media center usage by each user group. A mediography and a listing of Department of Defense Dependents Schools (DoDDS) Media Task Group members are provided.

Crosby, Bobby L. Development of a Comprehensive Recruitment Plan to Increase Enrollment and Retention at the Abbeville Career Vocational Center. The Emergence of Vocational and Occupational Education in America. 1986. 55 pp. [ED 288 014]

An investigation focused on positive means of recruiting and retaining students needed to reach a goal of 200 students at the Abbeville Career Vocational Center (South Carolina). Two methods used to research pertinent data were a literature search and interviews with key persons who had experienced similar problems. Data were compiled to develop a comprehensive recruitment plan that would provide parents and students with information pertinent to the value of vocational education. This plan included materials, strategies, and timetables for implementation. It was reviewed and revised, and evaluative criteria were established to provide useful feedback for improvement.

Curcio, Joan L. and Manning, Edna M. Public Information Programs Are Good Policy, *Updating School Board Policies*, v17 n3 p1-3 Mar 1986. 5 pp. [ED 268 686]

The example of the Tuloso-Midway Independent School District of Corpus Christi, Texas, points out the community support benefits to be gained from an effective PR policy. Such policies should be developed before a crisis destroys opportunities for widespread support. The system should assess its current communications needs first, then review the system's ability to provide the necessary time and resources. Drawing on this information, the board can then draft an appropriate policy. The policy document should include a statement covering the reasons for establishing a policy, designation of those responsible, provisions for regular development of PR plans based on current conditions, and a method for regular evaluation. In addition to discussing policy needs and policy development, this article reviews significant reasons for making public communication a priority, suggests several kinds of publications that districts can produce, lists strategies for involving the community, identifies additional sources of information about PR, and emphasizes the importance of maintaining good relations with the local media.

Davis, B. Rodney and Ross, Virginia M., Eds. *School Public Relations: The Complete Book. A Source Book of Proven PR Practices.* Publication Sales, National School Public Relations Association, 1501 Lee Highway, Suite 201, Arlington, VA 22209 (Stock No. 411-13346; $29.95; quantity discounts). 1986. 221 pp. [ED 281 302]

School PR is a planned and systematic management function relying on a comprehensive, two-way communication process involving both internal and external publics with a goal of stimulating a better understanding of the role, objectives, accomplishments, and needs of the organization. The function of school PR is, first, to ensure that schools are identifying and serving society's needs as well as possible and, second, to make sure that the public knows that its needs are being met so that it will support its schools. After a preface, 14 chapters address these topics: (1) building support for schools, (2) PR in education, (3) the current stance of education in relation to the public, (4) developing a PR program, (5) working with parents and students, (6) involving key publics, (7) managing critical issues, (8) using new technology, (9) printed communications, (10) working with the media, (11) the basics of school PR, (12) special problems, (13) building-level PR, and (14) evaluating the PR investment. Included in six appendices are a code of ethics and standards for educational PR programs and PR professionals.

Demo, Penny. Public Relations: Selected, Annotated Bibliography. Speech Communication Association, Annandale, VA. 1987. 5 pp. [ED 289 215]

Designed for students and practitioners of PR, this annotated bibliography focuses on recent journal articles and ERIC documents. The 34 citations include the following: (1) surveys of PR professionals on career-related education; (2) literature reviews of research on measurement and evaluation of PR and organizational communication; (3) analyses of communications styles among PR teachers and practitioners; (4) teaching guides and curricula; and (5) position papers on various PR theories and applications. The bibliography also includes a non-annotated list of 12 recent general textbooks on PR.

Dozier, David M. The Environmental Scanning Function of Public Relations Practitioners and Participation in Management Decision Making. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 29 pp. [ED 274 978]

Focusing on the concepts of scanning (gathering information about segments of the public, their reactions to the organization, and their opinions about issues important to the organization), decision making, and roles, a study examined the relationship between environmental scanning and the participation of PR practitioners in management decision making. The 1985 membership directories for the Public Relations Society of America and the International Association of Business Communicators formed the sample frame and a questionnaire was

mailed to 400 members, with a 34.8% response rate. Factor scales for environmental scanning indicated how frequently the practitioner engaged in each environmental scanning activity. An index for participation in management decision making outlined the variables and the hypotheses tested. Findings showed that both scientific and informal scanning were positively and significantly correlated with the practitioner's managerial role activities, while neither type of scanning was correlated with the practitioner's technical role activities. Some correlation existed between the technical role scale and scientific scanning. Data showed the relationship between scientific and informal scanning and management decision making to be strong, even after the influence of managerial role playing by the practitioner was controlled.

Duvall, Jose. Recruitment of Students at the Community College. Mid-Career Fellowship Program, Princeton Univ., NJ. 1987. 8 pp. [ED 284 604]

A variety of marketing strategies can be used to maintain and increase community college enrollments. First, marketing research can be conducted to find out about the college's real and perceived image; to get a clearer picture of the lifestyles, attitudes, and interests of its clientele; and to target adult groups who are seeking educational and employment skills and who might not have been previously targeted as potential enrollees. Potential target groups include professionals employed part-time who are often offered incentives including tuition reimbursement or compensatory time by their employers; the older nontraditional student who may need special counseling services to make a formal educational commitment; and high school seniors who may be encouraged to attend college by various types of articulation agreements between the high school and college. Along with the new and expanded audiences, different site locations (e.g., hospitals, fire stations, shopping malls, and libraries) should be considered as a way of attracting potential clients. Administrators should also review the possibility of giving coupons, discount offers, gift certificates, or play/concert tickets as bonus incentives to encourage enrollment. A publicity theme, reflecting the institution's mission and specific program, should also be highlighted in a coordinated PR approach. Action, leadership, and institutional commitment are essential to break the boundaries in the competition for students in the coming years.

Gnirk, Lloyd A. The Role of the Chief Administrator in Development. Paper presented at the Annual Convention, Exposition, and Religious Education Congress (83rd, March 31-April 3, 1986). 8 pp. [ED 278 090]

Catholic education is a ministry of the Catholic Church and a primary means of evangelization. The ministry of development, an integral part of Catholic education, is basically one of developing people and helping them to grow. The chief administrator is pivotal in this ministry and is responsible for quality Catholic education, sound business management, and effective PR"the three interdependent components of a successful development program. High-quality Catholic education places religion at the center of the curriculum and, in so doing, attracts students, staff, and financial supporters who will strengthen and support the program. Sound business management that involves the use of organization charts, function charts, budgets, and planning conveys to investors the soundness of the school. Effective PR secures the financial future of Catholic education by attracting students and donors. The chief administrator is responsible for this development program internally as well as externally. Internally, the administrator is responsible for all employees, the quality of the physical environment, and the development of parents and students. Externally, the administrator is concerned with the development of contacts with alumni, alumni parents, businesses and corporations, foundations, and so forth. Recent articles suggest ways to attract major funding and emphasize constant attention to the faith dimension.

Goetter, William G. J. Reform and Marketing in Education. Paper presented at the World Assembly of the International Council on Education for Teaching (33rd, Kingston, Jamaica, July 20-24, 1986). 17 pp. [ED 273 609]

The Department of Education at Eastern Washington University has used several marketing techniques to improve its relations and image. The techniques are aimed towards several audiences, including the local and regional community, the legislature, current and potential students, alumni, fellow educators within the university, and regional school districts. The first step in the marketing process included a thorough revision and reform of the department's offerings in teacher education. The department then researched and published results of that research on the quality of the department's students and programs. The third step involved the undertaking of a PR campaign to restore public confidence in department credibility, and then an internal information campaign was undertaken to reestablish departmental credibility within the institution. A marketing program was established to meet public and individual needs. Although some faculty members were at first reluctant to become involved in marketing the department, the pro-active approach has changed the perceived responsibility for reform to an opportunity to reform, and faculty members find the process mutually nourishing to the region, the university, the profession, the students, and themselves.

Gorney, Carole M. Use of Third-Party Credibility in Hostile Situations. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 41 pp. [ED 272 867; not available from EDRS]

A study analyzed the use of third-party credibility as a deliberate and systematic PR strategy to regain credibility for an organization faced with public hostility. Four types of third-party usage are: citizen participation, outside investigation, adversarial advocacy, and employee dissemination. Third-party credibility as a PR strategy to counter the negative effects of hostility is increasing in use and sophistication. However, it is far from being a panacea, for it requires a serious degree of commitment on the part of management and a deep involvement of third parties in the organization's operations. The risks that are involved in this strategy are many, and they must be understood fully and weighed carefully before proceeding. Included in the study is the use made of outside investigators by E.F. Hutton and the General Public Utilities Service Corporation, which operates the nuclear generating plant at Three Mile Island.

Greenbaum, Stuart, *et al. Educated Public Relations: School Safety 101. With Engineering Consent.* National School Safety Center, Sacramento, CA. 1986. 68 pp. [ED 272 981]

This book is designed to enable school administrators to participate actively in planning and implementing school safety and PR activities. It provides a conceptual framework of the PR process and shows its practical application to the problems of school crime and student misbehavior through discussion of school PR practices, school safety issues, and specific PR strategies, and tactics to promote safe schools. Chapter 1, Engineering Consent, is a newly revised version of Edward L. Bernays' 1947 eight-point plan for developing a successful PR program. Chapter 2, School Public Relations, stresses reasons for building public confidence in schools and offers guidelines for developing a crisis communication plan and for working with the media. Chapter 3, School Safety and Public Opinion, presents an overview of school safety concerns and the role of PR in achieving high-quality education. Chapter 4, 101 School Safety Ideas, offers strategies based on current research conducted by the National School Safety Center (NCSS). Appendix A contains a 10-page reproduction of the 1986 Principals of Leadership series, a print media public service advertising campaign. Appendix B, a resource section, lists associations, government agencies and publications relating to education, PR and school safety.

Grunig, Larissa Schneider. Horizontal Structure in Public Relations: An Exploratory Study of Departmental Differentiation. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 43 pp. [ED 281 241]

An exploratory study of horizontal organizational structure investigated how the tasks in a PR department are apportioned and why the structure is as it is. J. E. Grunig and T. Hunt's taxonomy of horizontal structures, which served as the framework for the research, suggests that the following structures are typical: by public, by management process, by communication technique, by geographic region, by account executive system, by organizational subsystem, and by combination of these methods. All represent a division of labor within the PR department on a single level of authority. Forty-eight organizations in the Washington, D.C., area were surveyed"12 corresponding with each of the 4 cells in the Hage-Hull (1981) structural typology of organizations: traditional, mechanical, organic and mixed mechanical/organic. Eighty-seven PR practitioners were interviewed, and their organizational publications were analyzed. Findings indicated that most PR departments studied were organized by a combination of horizontal structures, predominantly by public, by technique, or by internal client. A few respondents reported a single horizontal structure, and about half said that their departments were significantly involved in marketing, advertising, or both. This was especially true for mechanical organizations, rarely occurring in traditional organizations. One major assumption was unsupported by the data: that horizontal structure of PR departments would vary significantly by organizational type. No clear pattern of structure emerged.

Hamlett, Ralph A. The Rhetorical Icon: Toward an Iconological Theory of U.S. Foreign Policy. Paper presented at the Annual Meeting of the Speech Communication Association (73rd, Boston, MA, November 5-8, 1987). 23 pp. [ED 286 231]

American foreign policy must operate according to the parameters of public opinion, and governmental and non-governmental actors must educate the characteristically alienated citizenry concerning policy issues. Since rational discourse is of limited benefit in the process, advocates instead use verbal representations or metaphor to instill within the public acceptance or rejection of policy. Metaphor (in the form of emotive symbols and narratives) sometimes evolves into a rhetorical icon that controls the legitimacy of foreign policy and subsequent governmental actions. This iconic perspective suggests the rationale for the often paradoxical state of U.S. foreign policy. The outcome of the Reykjavik (Iceland) Meeting in October 1986 between President Reagan and Soviet Chairman Gorbachev was especially problematic for the American government because of the continuation of the

Strategic Defense Initiative as a viable policy. To defuse this problem, Reagan administration staff pursued the strategy of redefining the meetings by using emotive symbols to link SDI with an insurance policy or an effective shield, and by using narratives that illustrated the tenacity of Reagan in dealing with the Soviets, thus emphasizing a strong presidency. This rhetorical bonding of SDI by metaphor allowed the White House to redefine the failed Iceland summit meeting as successful. If the aftermath cements SDI as an icon, SDI will be difficult to eliminate. This iconological approach of the U.S. government indicates why its commitments sometimes become impractical or dangerous international policies.

Hunt, Todd and Thompson, David W. Making PR Macho: Reversing the Sex Gap in Undergraduate Public Relations Programs. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 16 pp. [ED 282 214]

The sharp decline in the number of male undergraduates registering for PR courses has caused concern that PR is becoming a woman's field and will experience a concomitant drop in salaries and prestige. Studies indicate that male undergraduates perceive PR as being not well-respected, as offering little or no chance for advancement in the business world, and as paying low salaries. Current PR educators should put a new emphasis on training students (women in particular) to take leadership roles in complex organizations; should strive for a balance of the sexes so that gender is not viewed by anyone in management as an important determinant of the character of the field; and should actively recruit male undergraduates for the study of PR, with an eye toward maintaining parity of the sexes. When Rutgers University (New Jersey) discovered that its undergraduate PR courses were composed of only 25% males, it adopted an affirmative action approach, labeling males a minority in the PR program, and taking the following steps to attract them: (1) requiring a written application from every student to enter courses, (2) recruiting from the introductory classes, (3) using only managerial type teachers, (4) using teaching assistants who are good role models for males, (5) using internships and a mentor program to match males with role models in the field, and (6) selecting clients for class projects that will interest males. Following the concerted effort to make the profession appeal to males, the male/female ratio in PR at Rutgers returned to almost even.

Interact. A Plan for Participation in Home & Family Life Programs. Revised. H.E. Bulletin No. 44. Washington Office of the State Superintendent of Public Instruction, Olympia, WA. 1986 25 pp. [ED 297 121]

This guide is intended to assist teachers and vocational administrators in getting parents, students, and members of the community at large to participate in the process of planning and developing a high-quality home and family life education program. The first section discusses the importance of teamwork among parents, students, school, and community, and, the role of the vocational home and family life teacher in facilitating such teamwork. The remaining sections deal with the following topics: advisory committees (key functions, membership, district support, management structure, member notebooks, school liaison and teacher roles, and general advisory councils); parent contact (home, worksite, school, and phone contacts and guidelines for parent contact letters); extended class learning (components, characteristics, and evaluation of extended class learning); leadership development (teachers as change agents, decision makers/problem solvers, and advisors); and community contact (purposes and benefits). Guidelines on how to be an effective communicator are appended.

Jeffers, Dennis W. Putting the aPublic' First in Public Relations: An Exploratory Study of Municipal Employee Public Service Attitudes, Job Satisfaction and Communication Variables. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 33 pp. [ED 283 182]

A study was conducted to determine (1) which actions municipal employees consider important to a city's overall PR effort, (2) the attitudes of city employees toward public service activities, (3) the relationship between attitude and job satisfaction, and (4) ways to improve employee attitudes and, perhaps, public service performance. Quantitative data were gathered from over 70% of the employees of a midwestern municipality (population 40,000) during a series of communication-oriented workshops. The purpose of the workshops was not only to gather data but also to train public service employees in communication techniques and PR. Results confirmed the importance of the link between communication and job satisfaction. External duties"those involving interaction with the public"were identified as most important to the PR effort. Employees' attitudes toward public service was generally good, and there was a strong correlation between job satisfaction and communication (happier employees are more likely to communicate about specific issues). Based on the results, specific recommendations for municipal employee training programs designed to enhance public service-related attitudes"and thus improve a city's overall PR program"were developed.

Kalupa, Frank B. and Sievers, C. Gay. Public Relations Licensure: Practitioner and Educator Attitudes. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 25 pp. [ED 271 784]

Two surveys were conducted to determine the attitudes of PR practitioners and educators regarding whether PR practitioners should be licensed. Questionnaires were mailed to PR practitioners to obtain data for the first survey, and a second survey was mailed several months later to PR educators. Data revealed that only 2.9% of the practitioner respondents felt that PR practitioners should be licensed by the government. In addition, 81% of the educators surveyed disagreed or strongly disagreed with the idea of government licensure of PR practitioners. Thirty-two references are provided.

Kendall, Robert. Research of Organizational Culture: A Mythic History of A.T.& T. Paper presented at the Annual Meeting of the Speech Communication Association (72nd, Chicago, IL, November 13-16, 1986). 26 pp. [ED 279 033]

Mythologies develop in corporations the same way they develop in tribes or nations, and they provide the driving force for building loyalty to and identification with the organization. The myth-building process involves a constituting experience or founding event, an existential interpretation of the event, the institutionalization of the event, and the emergence of social and ethical values as well as a belief system with doctrines and rituals. The mythic history of American Telephone and Telegraph (AT&T) began with a series of foundings: Bell Patent Association and Bell Telephone Company among them, and finally, American Telephone and Telegraph Company. The existential interpretation of AT&T is that the corporation exists to provide universal service. Institutionalization of the existential interpretation is virtually without dissent within the corporation. The values implicit in universal service require the company to furnish the best possible service at the lowest cost, consistent with fair treatment of employees and shareholders. The belief in an integrated corporate structure also follows from the universal service credo. Corporate doctrine appears in the president's annual message to stockholders, while ritual is best represented by AT&T's Vail Medal awards program. These stages of corporate myth making can be applied to other organizations in order to understand organization communication and culture better.

Kendall, Robert and Anderson, James W. The Research Base for a Public Relations Curriculum: A National Survey of Topics aEssential' to a Public Relations Curriculum. Paper presented at the Annual Meeting of the International Communication Association (36th, Chicago, IL, May 22-26, 1986). 22 pp. [ED 274 020]

In order to rate the importance of elements involved in a PR curriculum, a study analyzed the responses of PR educators from all academic associations teaching the subject as well as practitioners from all specializations. Questionnaires were sent to 544 people who rated 110 elements as not essential to essential on a scale from one through seven. Marketing, print communication processes, publicity and media relations, journalism skills, and goal setting were rated as the most important topics to be covered in a PR course. Other topics, programs, or courses rated six or higher were (1) writing for mass communication, (2) a business minor, (3) the nature and role of PR, (4) electronic communication processes, (5) measuring program effectiveness, (6) ethics, (7) management, (8) audience segmentation, (9) evaluation, (10) research, (11) measurement tools, (12) credibility, (13) social forces, (14) problem analysis, (15) community relations, (16) budgeting, (17) duties of practitioners, and (18) employee relations.

Ledingham, John A., Jr. The Kindness of Strangers: Predictor Variables in a Public Information Campaign. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 40 pp. [ED 281 214]

A study examined the predictive power of four groups of variables in a public information campaign conducted by a charitable organization to raise funds. The variables related to contributions generally fell within four categories: attitudes, knowledge, promotion (which included both mass media and interpersonal communication), and demographics. Researchers constructed a survey questionnaire to gather information regarding these variables, and 501 subjects were randomly selected from the area telephone directory (only individuals who said they worked more than 30 hours per week qualified). Results supported findings of prior research that contributors were older, more educated, and had higher incomes than non-contributors. Attitudes were also closely related to giving but knowledge was not clearly related. Results indicated that a combination of the statistically significant variables from each group was a stronger predictor than any of the groups by itself, suggesting that additional, as yet unidentified, variables also seemed to be at work in the decision-making process.

Lee, LeRoy. Public Relations for a Science Education Program. Paper presented at the United States-Japan Seminar on Science Education (Honolulu, HI, September, 1986). 8 pp. [ED 279 486]

Perceptions and attitudes have been identified as being influential components for the development of an effective pre-college science education program. A carefully planned and implemented PR program is advocated in this paper as a means of developing accurate perceptions and positive attitudes. The paper offers the process of strategic planning as a valuable model for the development of a PR program. Reviewed are: (1) the advantages of strategic planning; (2) the steps involved in the process; (3) possible program goals; and (4) a scenario of how strategic planning that has PR as a major goal might operate.

Majewski, Janice. *Part of Your General Public Is Disabled. A Handbook for Guides in Museums, Zoos, and Historic Houses.* Smithsonian Institution, Office of Elementary and Secondary Education, Arts and Industries Building, Room 1163, Washington, DC 20560 ($8.00 manual, also available in audio cassette and braille formats; $75.00 videotape"open captioned). 1987. 96 pp. [ED 293 229]

Addressed to docents, the manual presents general guidelines for making public tours of museums, historic buildings, and zoos more accessible to handicapped persons. Information on eight major disability groups is provided (mental retardation, learning disabilities, hearing impairments, visual handicaps, mobility impairments, cerebral palsy, mental illness, and severe communication disabilities), as well as on sensory and mobility changes that all older adults experience. It is noted that some disabled persons have needs that require the docent to rethink the basic structure of a program or substantially adapt the method of presentation. For each disability, related terminology is defined, emergency procedures noted, and specific suggestions offered for adapting the tour to meet the needs of the handicapping condition. For example, suggestions for adapting a tour for visually handicapped persons explore the following topics: evaluating the accessibility of the facility, introducing oneself, starting with a verbal orientation, offering assistance, speaking clearly and with enthusiasm, choosing an uncluttered route, including touchables in the tour, and using supplemental aids.

Marketing the School System: Building Public Confidence in Schools. Canadian Education Association, Toronto (Ontario), 252 Bloor Street West, Suite 8-200, Toronto, Ontario M5S 1V5 Canada ($5.00 Canadian; orders under $30.00 must be prepaid). 1986. 112 pp. [ED 273 049; document not available from EDRS]

A survey of 94 school boards across Canada provided information on recent developments in board handling of community relations programs. This report discussing the survey findings first notes that 85 percent of the surveyed boards expressed a need to find new, more effective strategies. The second part of the report explores methods used by boards assessing community relations needs, including polls and committee meetings. Part 3 describes the marketing plan used by the East York (Ontario) Board of Education to meet its constituents' needs. A model plan is provided. The fourth section of the report describes establishment of a community relations program. General considerations, the roles of key personnel, goal development, possible activities, publications, media coverage, and other elements are covered. Part 5 lists the favorite community relations techniques of 29 surveyed boards. Internal and external problems faced by boards marketing their school systems are examined in the sixth section. Part 7 provides several hints for improving community relations, and part 8 offers 100 specific school marketing techniques. Appendixes list promotional slogans adopted by survey respondents, provide examples of community relations publications, cite bibliographic resources, and identify survey respondents.

McBride, Genevieve G. From the Pedestal to Women Reformers and Public Relations, 1910-1920. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 44 pp. [ED 276 995]

Analysis of the Wisconsin woman suffrage campaign of 1910-1920 suggests that PR belonged not only to political or business practices but, was equally a process by which the masses achieved their own best interests in nineteenth- and early-twentieth-century social reform movements. The unpaid volunteer women who led the women's suffrage movement, for example, worked for what they believed in; but the PR field ignored their contribution, and in so doing attenuated professional ethics for all practitioners. Women reformers learned the methods of public-opinion campaigns in earlier reform movements long dominated by men. Historical emphasis on the profession's origin in politics and business also denies a usable past to practitioners in the nonprofit sector still reliant on voluntary support. Suffragists, for example, inherited some of their practices, and much of their popular support, from the abolition and temperance campaigns. Theodora Winton Youmans, a pioneering woman journalist who wrote for the Waukesha Freeman from 1911 to 1920, led the suffrage campaign which in seven years

achieved a turnaround in public opinion. As early as 1911 and 1912, under her leadership, Wisconsin women engaged in activities later recognized as components of modern PR: opinion research, publicity, lobbying, fund raising, and membership drives. It is important to remember that PR had its mothers as well as its fathers.

McCurdy, Jack, Ed., *et al.* The Drug-Free School: What School Executives Can Do. Education USA Executive Summary #1. National School Public Relations Association, 1501 Lee Highway, Suite 201, Arlington, VA 22209. 1986. 17 pp. [ED 276 936; paper copy not available from EDRS]

This document presents an executive summary concerned with drug use in the schools. The introduction outlines the dimensions of the problem and the prevalence of drug use among adolescents. A section entitled What Works reports on the state-of-the-art drug prevention program which involves the social influence/resistance skills technique. Four key elements of this approach are described: (1) correction of misperceptions; (2) peer resistance skills; (3) family influences; and (4) media influences. New and old drug prevention programs are discussed; when, where, and how to use drug prevention programs are considered; intervention programs are described; and a comprehensive effort is recommended. A section on reviewing and evaluating drug programs discusses characteristics of a good drug policy, how to develop a drug policy, needs assessment, program evaluation, and legal issues in drug programs. The final section examines how effectively to communicate an anti-drug program. It provides information on getting organized, publicizing school board policy and procedures, developing a PR plan, forming an action committee, cooperating with other agencies, educating the school staff about their role, fighting rumors, cooperating with reporters, and evaluating efforts. Information is provided for obtaining additional resources in drug prevention.

Meussling, Vonne. The Field Experience: The Unique Aspect of a Public Relations Program. Paper presented at the Annual Meeting of the Speech Communication Association (73rd, Boston, MA, November 5-8, 1987). 20 pp. [ED 294 274]

Reporting on a PR course at Indiana State University, this paper presents specific guidelines for students to use in converting the classroom theory of creative problem solving, persuasion, promotion, publicity, and management into the actual staging of a special event and/or fund raising. The paper offers suggestions in the areas of (1) objectives of class; (2) team project goal; (3) professional guidelines; (4) evaluation; (5) organizational process; (6) standards for ethical conduct; (7) steps of dismissal; (8) management team biography; (9) mission statement; (10) background and research; (11) situation analysis; (12) planning and programming; (13) PR; (14) strategy of execution; (15) communication strategies; (16) interpersonal speech; and (17) progress reports. The paper concludes that these kinds of working experiences make students a stronger match in the job market; allow students a dry run for creative problem solving, research, program planning, and executing strategies for a special event; give students a chance to feel how it is in the competitive ring; and enable students to become acquainted with the executives in charitable organizations who have an inseparable alignment with PR.

Miskovic, Darlene. A Study of Attitudes Associated with Retraining. Part I. Work Resource and Retraining Initiative. National Association of Broadcasters, Washington, DC. 1987. 29 pp. [ED 280 996]

A study was conducted to develop an understanding of retraining from the perspective of those who have experienced it"to know more about how and why they decided to undertake the process of acquiring new or additional work skills, how they learned about the alternatives available to them, and what feelings accompanied this experience. Research was conducted using focus groups of the following types of persons: (1) workers retraining as a result of being displaced by job cut-backs or plant closures; (2) workers retraining in order to seek better jobs, either with their present employer or a new employer; (3) workers enrolled in company-sponsored retraining programs; and (4) farmers training for nonagricultural employment. Participants included men and women representing a range of ages, ethnicity, and educational backgrounds. The participants reported a variety of reasons for getting retraining, mostly as a result of losing a job or selling their farms; they had to overcome a number of psychological and emotional barriers, such as disbelief, guilt, isolation, lack of information about options, pride, and fear. The knowledge gained in the study will be used to assist in the creation of public service announcements and other broadcast materials to encourage dislocated workers to begin thinking now about the necessity of retraining in order to avoid future displacement.

Nadler, Marjorie Keeshan. Learning Resources for Public Relations. Paper presented at the Annual Meeting of the Central States Speech Association (Cincinnati, OH, April 17-19, 1986). 18 pp. [ED 268 617]

With the increased interest in PR education, it is important for educators to be aware of options available for enhancing the effectiveness of teaching in this area. A number of nonprint learning resources is available, including internships, in-class campaigns, and national competitions. PR internships are essentially one-on-one teaching situations that offer real-world work experience while allowing students to integrate theoretical material with the development of practical skills. Many campuses or communication departments already have internship programs that could be expanded to include PR. An alternate resource is an in-class PR campaign, which can also help prepare students for their internships. This would involve dividing the class into PR firms, which would then compete to provide the best campaign for the designated client. The national competitions are an additional way to offer students practical PR experience. Dependent upon each contest's regulations, it is possible to use the national competition as the in-class campaign assignment. Competitions include the Philip Morris Marketing/Communications Competition, the Levi-Strauss Public Relations Challenge, and the Bateman Case Competition.

Olasky, Marvin N. Corporate Public Relations and the National Recovery Administration. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 27 pp. [ED 269 777]

During the spring of 1933, several leading corporate executives, working with those favoring government planning, attempted to use the economic crisis to establish government-mandated prices that would provide leading corporations with competitive advantage, including government-insured profits without the hardships of competition. The result was a government-business partnership bill that became known as the National Industrial Recovery Act. Because it had the assistance of a huge PR push, the bill almost succeeded. Eventually, owners of small businesses protested, and their objections were publicized by sympathetic journalists and legislators. Finally, the Supreme Court declared the National Recovery Act unconstitutional. Recently, some public-relations-minded corporate leaders have been pushing for greater business involvement in politics. Although executives have the right to suggest intensification of strategic PR, they should also remember that past involvement in politics was not successful for some companies.

Pavlik, John V. Simulator: A Pilot Interactive Simulation Program for Use in Teaching Public Relations. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 16 pp. [ED 270 752]

An interactive simulation program was developed for use in teaching students how to handle PR problems. The program user is placed in the role of assistant newsletter editor, facing a series of decision-making situations. Each choice the user makes affects the subsequent reality created by the program, which is designed to provide (1) a high degree of movement for the student user, (2) first-hand experience with high technology, and (3) a novel way of learning and applying course material in a realistic manner. The Simulator program was tested with two groups of students at the Pennsylvania State University in 1985. Students who used the program then completed a survey to help evaluate the effectiveness of the program. Results indicated that student users found the program interesting and educational. Although there are limitations to this type of computer-assisted learning, it has the potential of making great contributions to PR education.

Pearson, Ronald A. The Ideal Public Relations Situation: Alternative Criteria for Program Evaluation. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 23 pp. [ED 272 872]

The analysis presented in this paper is based on the premise that study of PR from the perspective of a rhetorical theory yields useful insights about PR. The first part of the paper develops a rationale for the study of the rhetoric of organizations, especially the rhetoric of corporations, and concludes by juxtaposing the work of a theorist interested in public affairs management with the views of a rhetorical theorist. The second part of the paper reviews relevant literature in PR with emphasis on (1) themes in the work of James Grunig, Todd Hunt, and William Ehling, and on (2) the current importance of the idea of measurability in PR. The final section of the paper links the themes in PR literature with the critical theory of Jurgen Habermas, which results in the development of criteria for critically evaluating PR programming.

Pellecchia, Michael. Test Market Media Relations as a Pilot Test Component in a Nationwide Class Action Settlement Distribution. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 61 pp. [ED 285 162; paper copy not available from EDRS]

Results of a pilot test for a PR campaign to assist in the distribution of funds from the settlement of a nationwide class action suit brought by tenants against the Department of Housing and Urban Development (HUD) are presented in this report. The first chapter presents the background of the case, noting that tenants of Section 236 public housing projects were made to pay for rising utility costs by increases in rent when HUD did not pay the required subsidies. This prompted numerous class-action suits. Chapter two describes the process by which an advertising agency was chosen, including the final selection of the J. Walter Thompson Company; chapter three outlines the plan for the pilot test. Chapter four describes the objectives for the test market media relations and notes the characteristics of the targeted audience. Chapter five looks at the PR strategies for the test market cities: Albuquerque, New Mexico, and Peoria, Illinois. Chapter six looks at the implications of this survey's results; chapter seven offers the results of the pilot test, including administrator and agency findings. While the PR campaign failed to predict some tangential concerns, the pilot test was beneficial in determining the effectiveness of the campaign.

Petersen, Keith. *Historical Celebrations: A Handbook for Organizers of Diamond Jubilees, Centennials, and Other Community Anniversaries.* Idaho State Historical Society, Boise, ID. 1986. 118 pp. [ED 283 770; document not available from EDRS]

Celebrations of shared personal, religious, occupational, and historic events are worldwide and ancient phenomena. In the United States, most people participate, as either major or minor actors or members of the audience, in private events marking the human cycle and life experiences, from birth and birthdays to weddings and anniversaries to death and memorial services. The common element uniting all these activities is the focus on shared group attitudes, experiences and perception, and this element holds as true of public events honoring shared perceptions of a historical past as it does of commemorations of a more personel and private kind. This handbook provides a variety of practical details, suggestions, and models for organizing historical celebrations. Chapter one focuses on organizational considerations, including the choice of a celebration date and theme, formation of necessary steering and subcommittees, planning of time schedules and activities, and the establishment of goals. Fundraising, a difficult and essential item, is the topic of chapter two. Chapter three approaches the heart of the celebration through presentation of short-term and long-term activities that are potential components of commemorative events. Chapter four is devoted to publicity, that aspect of a public event which, along with fundraising, is the most perplexing to organizers. Chapter five is concerned with documenting the celebration. A careful record serves as a precedent for organizing future events; it becomes a part of the community's historical record, and is an educational tool to extend the celebration into the future. In chapter six, sketches are provided of past community events in the Idaho towns of Rexburg, Wallace, and Jerome.

Plug into PR. NJLA Public Relations Handbook. New Jersey Library Association, 116 West State Street, Trenton, NJ 08608 ($5.00). 1986. 50 pp. [ED 293 547]

A guide to using PR techniques to promote both everyday services and special events at libraries, this handbook describes and suggests ways to use library displays; in-house printing; the local media, e.g., radio spots and cable television; library programs; marketing and promotion; and fundraising, including the formation of a friends-of-the-library group. Instructions for producing posters and signs are liberally illustrated, and samples and sources of clip art are included. The handbook itself serves as an example of various ways to make PR materials eye-catching, and includes samples of different types of signs and notices.

Pryor, Chris. *Small Business Marketing: A Workbook for Small Businesses in Oregon.* Oregon Small Business Development Center Network, 1059 Willamette St., Eugene, OR 97401 ($10.00, plus $1.00 postage and handling per book). 1987. 64 pp. [ED 289 567]

This workbook was prepared for those interested in starting their own business, as well as business owners with many years of experience who have never developed an organized promotional program. Introductory sections explain how to use the workbook, and stress the need for promotion. The next sections outline the steps, and ask users to respond to questions related to the following aspects of marketing: (1) review of current marketing activities; (2) marketing research; (3) advertising; (4) establishing promotional priorities; (5) matching objectives to the product lifecycle; (6) the progression of advertising; (7) market positioning; (8) advertising media and their advantages and disadvantages; (9) using media in an advertising campaign; (10) developing a fact sheet for use in advertising; (11) developing an effective advertising message; (12) isolating the important elements for advertising copy; (13) developing a strategy worksheet; (14) planning for PR; (15) monitoring PR opportunities; (16) using three common PR tools; (17) developing an action plan for sales; (18) preparing printed sales materials; (19) developing an action plan for passive sales; (20) promotional incentives; (21) budgeting; (22) working with consultants and agencies; and (23) setting up a timetable.

Puzey, Janet. Facing a Hostile, Organized Opposition. Paper presented at the Annual Joint Meeting of the Illinois Association of School Boards, Illinois Association of School Administrators, and Illinois Association of School Business Officials (Chicago, IL, November 21-24, 1986). 9 pp. [ED 289 257]

A school board member describes how the use of four elements helped the board win public support for a referendum that was strongly opposed by an organized, respected committee: (1) Use of the media; rather than inviting press coverage of arguments by holding large public meetings, the board held numerous small, informative meetings. In this manner, a school board versus the public atmosphere was avoided. (2) Timing: mailers requesting public support were sent immediately before the election so that the opposition's arguments could be countered in the sense of having the last word. (3) Lack of reaction: the board and the pro-referendum committee maintained their determination not to be reactionary, since answering all questions and criticisms causes a loss of credibility and causes a defensive posture. (4) Board unity: the board remained cohesive in its decisions throughout the campaign, and this unity prevented the opposition from gaining an inside view or publicly manipulating a lack of full member support among board members. In addition to the successful use of these four elements, the board followed up on its stated intentions. This approach dampened hostilities and reduced conflict.

Quigg, H. Gerald, Ed. *The Successful Capital Campaign: From Planning to Victory Celebration.* Council for Advancement and Support of Education, 11 Dupont Circle, Suite 400, Washington, DC 20036 ($23.50). 188 pp. [ED 274 293; not available from EDRS]

A collection of 22 chapters on capital campaigns is presented to provide: resource for both veterans and newcomers; technical information for fund-raising professionals and key volunteers; and a record of all aspects of current thinking on the capital campaign. Chapter titles and authors are as follows: What Is a Capital Campaign in Today's World? (H. Gerald Quigg); What Are the Values and Purposes of a Capital Campaign? (Edward G. Coll, Jr.); The Long-Range Planning Process (William L. Pickett); Before the Campaign Begins: An Internal Audit (D. Chris Withers); Fund-Raising Consultants (H. Sargent Whittier, Jr.); Testing the Market: The Feasibility Study (Richard Page Allen); Prospect Research (Jan L. Grieff); Prospect Screening and Evaluation (Ann W. Caldwell); The Role of the Board of Trustees (Henry D. Sharpe, Jr.); The President's Role in a Capital Campaign (Edward T. Foote, II); Organizing Yourself for Major Gift Success (William F. Dailey); The Campaign Case Statement (Richard D. Chamberlain); The Campaign Plan (W. Moffett Kendrick); Capital Campaign Organization (Richard F. Seaman); The Campaign Budget (Robert B. Rasmussen); Setting the Campaign Goal (Nelson C. Lees); The Campaign Calendar (F. Mark Whittaker); Campaign Mechanics (Scott G. Nichols); Solicitation Methods and Training (Sara L. Patton); Public Relations Support for the Capital Campaign (Donald R. Perkins); The Public University Perspective (Royster C. Hedgepeth); and a conclusion (Paul J. Franz, Jr.).

Ramsey, Shirley A. Signaled Stopping and Cognitive Language Principles Applied to Public Relations Writing. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 29 pp. [ED 283 161]

To investigate the hypothesis that cognitive rules govern writing behavior, Carter's signaled stopping technique was used to study language and cognitive effects in PR messages. Principles from Grunig, *et al. Axiomatic Theory of Cognition and Writing* (1985), which proposed premises, axioms, and definitions about writing, were applied to one group of 30 college students and another group of 29 students to test for important differences in signaled stops for two versions of a story about alcohol abuse. Control groups read a story without figures of speech, and experimental groups read a story worded exactly the same, but with analogies and examples. Stops for the following reasons were coded: (1) confusion about the text, (2) need to reread, (3) need to ask a question, (4) reflection about the text, (5) sudden insight or understanding, (6) to agree, and (7) to disagree. Results revealed that signaled stops for thinking and for understanding were significantly greater for the experimental group whose text contained figures of speech. The figures of speech caused few confusion stops, however, and there was no clear pattern for questioning stops. The findings suggested that, while the signaled stopping technique requires refining, it is a useful new way for testing messages for understanding and meaning.

Reddick, Thomas L. and Peach, Larry E. A Study of Methods of School-Community Communications Based on Responses of Parents of School Children in Middle Tennessee. Paper presented at the Annual Meeting of the Mid-South Educational Research Association (16th, Mobile, AL, November 11-13, 1987). 18 pp. [ED 294 321]

Communication is crucial to a good school-community relationship. In Middle Tennessee, parents in 52 schools and 20 school systems were surveyed to determine how they received school information and how they

would prefer to receive the information. Previous research suggests that schools can develop a reputation of candor and dependability through good PR; teachers and their communication with parents significantly affect public opinion regarding the school; the influence of practitioners in school-community relations relies on their personality as well as on their knowledge; and means of school-parent communication may include parent conferences, letters, open house, and parent assistance with special activities. The results of the survey show that the parents' chief means of receiving school information were through the students, the students' report cards, phone calls or notes, personal visits to the school, and the school open house. Parents reported that they would rather receive school information through their children, their children's report cards, phone calls or notes, personal visits to the school, and parent-teacher conferences. According to the survey, parents generally receive school information through the means they prefer.

Reeves, Cheryl. *Marketing II Workbook.* Interorganizational Relationships Ltd., Altamont, NY. 1987. 97 pp. [ED 290 874]

This combination curriculum and workbook, which was originally developed for use in a training workshop, is intended to assist adult educators in learning to market their adult literacy programs. The first chapter reviews basic marketing concepts: the definition of marketing, 10 truths about marketing, marketing versus promotion, steps in marketing, learners as customers, and the importance of using every opportunity for marketing. Chapter 2 introduces guidelines for using the following new technologies in a campaign to market an adult literacy program: video and audio (preproduction, scripts and storyboards, production tips, postproduction editing, tips to improve videographics, a sample plan for a video, equipment needed to make a video, and important terms related to video and audio); computers (databases, the basics of a computer system, and important computer terms); and direct mail (steps in direct marketing, development of a direct mail campaign, tips for direct mail, suggestions for artwork and printing, postal rates and regulations, and terms related to direct mail and printing). Identifiying and marketing to other target agencies are covered next. Chapter 4 deals with commitment and retention. Six marketing case studies are presented in Chapter 5. The last chapter explains the steps entailed in planning a marketing strategy.

Ryans, Cynthia C. and Shanklin, William L. *Strategic Planning, Marketing & Public Relations, and Fund-Raising in Higher Education: Perspectives, Readings, and Annotated Bibliography.* Scarecrow Press, Inc., 52 Liberty Street, P. O. Box 656, Metuchen, NJ 08840 ($20.00). 1986. 280 pp. [ED 272 077; document not available from EDRS]

Perspectives on college and university strategic planning, marketing and PR, and fundraising are offered. Also included are previously published journal articles by experts in this area, annotated bibliographies of books and journal articles on these subjects, author/title and subject indexes, and a directory of publishers. Three essays on strategic planning, marketing and PR, and fundraising are presented. The previously published articles and authors are as follows: A Strategic Approach to Marketing a University (Peter Doyle, Gerald D. Newbould); Product Portfolio Diagnosis for U.S. Universities (Gerald D. Newbould); Don't Plan on Business as Usual (William L. Shanklin); Embraceable U's (Abby Livingston); Applying Good Sense to Marketing (William A. Keim); The PR Pro's Roadtest (Fred Gehrung); Marketing and Selective Admissions (James C. Blackburn); Marketing Continuing Education with Effectiveness and Integrity (Donald Shandler); Public Relations Ideas for Cooperative Education (Roger B. Wadsworth); Presidents Must Make Fund-Raising Work (Wayne Anderson); Test Yourself! Use This Checklist to Assess the Strengths and Weaknesses of Your Fund-Raising Operation (Charles H. Webb); and Trustees and the Fund-Raising Role: Facing the Hard Truth (Fisher Howe).

Smith, Barbara, *et al. Marketing Your Adult Literacy Program. A How to Manual.* Interorganizational Relationships Ltd., Altamont, NY. 1987 65 pp. [ED 290 873]

This guide, which was originally developed for use in a training workshop, is intended to assist adult educators in learning to market their adult literacy programs. The first chapter outlines the main principles of social marketing and PR. An overview of the operation of a social marketing campaign on adult literacy is provided next. Chapter 3 discusses the procedures entailed in beginning a marketing campaign. The following aspects of selling an adult literacy program are covered next: developing a theme; choosing promotional activities (the value of newspapers, steps to better press releases, editors' style points, and the role of the media in marketing); Madison Avenue-style packaging, and ways of identifying resources. The final two chapters are devoted to evaluating a social-marketing and public-relations campaign on adult literacy and completing a marketing plan.

Smoot, Joseph G., *et al. Challenging the Future. The University Marketing Report, 1985.* Pittsburg State Univ., KA. 1987. 339 pp. [ED 286 395]

A report on marketing the Pittsburg State University in Kansas to prospective students is presented. The conceptual basis is considered, including university mission; objectives of the marketing committee; and internal,

affiliated, and external constituents. Both external (e.g., the environmental climate) and, by school/department, internal (e.g., graduate school and continuing education) analyses are provided. The marketing analysis covers product, price, place (distribution), and promotion. Marketing goals focus on: new and returning enrollments, the development of donors, and positive university spokesmanship. Appendices include: the university's marketing research survey; a demographic profile of Kansas youth; enrollment maps for the university; data on public school enrollment in grades 1-12, and an enrollment count by grade and by year to enter college, 1983-1984; the projected number of 18-year-olds by county and year in the 10 Kansas economic regions; a 5-year comparison of public community college fall enrollments, 1979-1983; placement data; American College Testing profiles for students at the university, 1981-1985; departmental marketing survey reports; fall 1985 enrollment data; and a report on environmental scanning.

Sneed, Don, *et al.* Public Relations Writers and the Press Release: Constitutional Protection Provides aRelatively' Safe Haven from Libel Verdicts. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 20 pp. [ED 284 208]

An examination of recent cases involving press releases and PR writers indicates that courts have devised several ways, including the use of guidelines set out by the Ollman (from Ollman v. Evans) four-factor test, to make the distinction between fact and opinion. The four-factor test helps courts to assess (1) whether the statement in question has a precise core of meaning for which a consensus exists, or whether it is ambiguous; (2) the degree to which the statement is verifiable; (3) the context in which the statement is made, including the use of cautionary language and the tone of the whole; and (4) the broader context in which the statement appears. Because press releases have still been subject to libel suits, such as in Parks v. Steinbrenner, where the court ruled that the press release did not set forth adequate statement of facts to support the opinions within the release, authors of releases are advised to try to avoid libel suits by disclosing the facts on which the opinions are based. Writers may choose words with ambiguous meanings, use rhetorical hyperbole, and make tongue-in-cheek statements. They may also preface statements with I think, and similar phrases, and surround questionable words with quotation marks: rapist, lied. Despite criticism of the Ollman four-factor test, writers are advised to apply the test to their own writing to determine whether fact is discernable from opinion.

Stacks, Don W. and Wright, Donald K. A Study of Reactions to Ethical Dilemmas in Public Relations. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986). 21 pp. [ED 270 777]

In order to justify ethical instruction for media students, 109 university students in basic communication courses were asked to confront a moral-ethical problem, specifically, the request for information that a sponsoring company or organization wished to suppress. Respondents were randomly assigned to one of four conditions: working for a public organization or working for a private organization and deciding about the firing of a coach, and working in either situation and deciding about about nuclear waste disposal. Based on these situations and similar earlier research by Ryan and Martinson (1984), the two hypotheses proposed that (1) responses to the situations will differ significantly depending on whether or not the situation is public or private, with those responding to the commercial interests less willing to give information to the public; and (2) responses to the coach's firing will differ significantly from responses to the nuclear waste situation because the need to know about nuclear waste will compel subjects to release information. Responses did not support the first hypothesis, though the second was supported. However, the students indicated more uncertainty than did the PR practitioners in Ryan and Martinson's study, which suggests a need for teaching ethics in university-based communication programs.

Stier, William F., Jr. Promotional Techniques for the Small Budget. (There Is More to Athletic Promotions Than Meets the Eye). Paper presented at the National NCAA Professional Development Seminar Washington, DC, August 5-7, 1987). 11 pp. [ED 303 447]

According to this discussion of the challenges and difficulties of athletic promotional activities, improving the overall image of the intercollegiate athletic program should be conducted in a way that is supportive of the total educational and non-educational missions of the school. It is essential that an overall, global athletic marketing plan be developed, nurtured, and established through a meaningful, realistic and accurate assessment or evaluation process that identifies the needs, limitations, attributes, and resources of the athletic entity. To the extent that an athletic department's promotional activities, fundraising tactics, and image-enhancing efforts are concerned, it is important that these activities be part of an overall approved college-wide plan. A list of factors to consider in the implementation of athletic promotional activities is presented, and 20 specific techniques for promotional activities are suggested.

Surratt, James E. Passing a Bond Issue. Paper presented at the Annual Meeting of the American Association of School Administrators (New Orleans, LA, February 20-23, 1987). 8 pp. [ED 282 334]

Like many other Central Florida districts, Volusia County School District is growing rapidly, increasing by 1,500 to 2,000 students (and 60 new classrooms) per year. The area has a solid senior citizen voting block and a state tax structure based on very low property taxes, a 5 percent sales tax, and no income tax. Since state monies for new construction are limited, the school board decided to press for a $112 million bond issue. The campaign involved the following strategies: (1) demonstrating that good schools and high-quality education contribute heavily to a community's well-being and economic development; (2) targeting the yes vote; (3) promising not to raise school construction taxes over the next five years; and (4) promising to air-condition every school in the district. The decision to introduce a bond issue only five years after passing a $60 million bond election was based on documented need, a positive attitude survey, and faith in support from the business community. The campaign began with formation of a citizens' committee of business leaders and volunteers to do fundraising, contribute monies, and promote the bond program. A committee of Parent-Teacher Association leaders and school advisory members was organized to bring the campaign to the school itself. Other campaign aspects are briefly summarized. The Volusia bond issue passed by a four-to-one margin.

Survey on the Status of Vocational Education in Michigan. Franco (Anthony M.), Inc., Detroit, MI.; Wayne County Intermediate School District, Detroit, MI. 1986 39 pp. [ED 280 945]

A study examined existing perceptions of the effectiveness of vocational education in Michigan. Researchers sought the opinions of 1,879 educators (including teachers, administrators, counselors, admissions representatives, and PR professionals) connected with vocational education; 1,099 nonvocational educators; 745 parents; 1,030 students and graduates; and 5,050 business representatives. Responses were received from 535 vocational and 225 nonvocational educators, 56 parents, 218 students and graduates, and 298 business representatives. The respondents generally felt that vocational education in Michigan offers a good program to train young people in a wide variety of skills necessary for at least an entry-level job. They did, however, have some concerns about the program's ability to provide long-term career skills and the effect that enrollment in vocational education might have on students' chances of being admitted to college. Most respondents did not believe that the majority of students use vocational education principally as a means of having an easier academic program. Business representatives, counselors, and nonvocational educators had more reservations about vocational education than did students. Parents, counselors, and vocational students were the primary persons influencing students' decisions to enroll in vocational education, and the respondents generally agreed that counselors, teachers, and brochures are the best sources of information about vocational education.

Toy, Steve. *School-Community Relations in Small, Rural School Districts: Developing a Plan for a Productive Partnership.* ERIC/CRESS, New Mexico State University, Department 3AP, Box 30001, Las Cruces, NM 88003-0001 ($7.00). 1987. 124 pp. [ED 282 680]

Addressing the concerns and resources of small, rural school districts, this book sets out a rationale and model plan for school-community relations. After introductory material and a review of what has been done, the first major section lists and describes 10 criteria shown by research to be the most important for a small school district community relations program: an evaluation component; someone delegated with specific responsibility for the program; a high-quality educational program; a planned and systematic program, including goals; needs assessment research; personal good will; honesty; sound media relationships; two-way communications; and enthusiasm. This section is followed by summaries of notable school-community relations practices in 30 school districts throughout the United States. The section begins with a list of 26 notable practices, including newsletters, learning-at-home projects, and monthly citizen luncheons. The final section proposes a model plan that incorporates the 10 criteria for success that were defined at the outset. Ten steps are proposed for implementing the plan: develop board policies; do needs assessment research; correct existing deficiencies in the educational program; set internal and external goals; give honesty priority; give personal good will and enthusiasm priority; plan the actual program; plan the methods of communication; execute the program; and evaluate the success of the program.

Turk, Judy VanSlyke. Between President and Press: White House Public Information and Its Influence on the News Media. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 36 pp. [ED 282 210]

A study compared information made available to the media by the White House with information provided to the public by the media to examine the extent to which the White House information agenda influenced the

media's agenda. Content analysis was used to compare information disseminated by the White House between June 1 and June 28, 1986, with news media reports published during the same period. It was hypothesized (1) that fewer than half the media news stories about the President and other policy actors would contain information provided directly by White House handouts; (2) that the news media would show a preference for White House information on certain subjects; (3) that when the news media included information provided by the White House press office in their news reports, the leads of those stories would likely emphasize the same information as the leads of the corresponding handouts; and (4) that news stories about the President or other occupants of the White House would usually be neutral in tone, rather than favorable or unfavorable. Three of the four hypotheses were supported: hypothesis (2) was supported only in part. Findings suggest that only some of the time can the White House press office focus mass media attention on subjects and specifics about which it wishes the audience to be informed. The relationship between the media and the White House might be improved if PR sources exercised greater judgment as to what constitutes hard news and if fewer of the informational handouts were party line and self-serving.

Vocational-Technical Education in Massachusetts. Preparing for the 21st Century. A Strategies Conference (Milford, Massachusetts, October 23-24, 1986). Executive Summary. Massachusetts Univ., Amherst. Inst. for Governmental Services, Amherst, MA. 1986. 34 pp. [ED 279 867]

This executive summary provides an overview of activities and a listing of the recommendations and strategies developed by participants at a conference on vocational/technical education. These four major themes are highlighted: the need to improve the image of vocational education through better communication with the public and special interest groups, the need for more private sector involvement, the need to incorporate more flexible requirements and standards in vocational education, and the need for more cooperation among organizations providing vocational-technical education. Listings are provided of the recommendations and/or suggested strategies for meeting current challenges facing vocational-technical education as determined by the nine task groups. Where possible, specific implementation activities are listed for each strategy. The nine challenges that were the focuses of the task groups are (1) financing innovation and change, (2) improving image, (3) coping with changing technology, (4) staffing, (5) keeping curriculum current, (6) strengthening academics, (7) serving diverse populations, (8) identifying roles for the private sector, and (9) improving coordination.

Wakefield, Gay. Communication Competence in Public Relations' Management Counseling Function. Paper presented at the Annual Meeting of the Central States Speech Association (Cincinnati, OH, April 17-19, 1986). 16 pp. [ED 270 833]

A need exists for development of communication competence as a part of management. Although PR literature has dealt with the nature of management counseling and when and why it should be practiced, the literature has not clearly defined the importance of audience analysis, location of the management counseling, sessions, and presentation design in determining the success of management counseling sessions. PR articles, books, and university degree programs have tended to focus on the gathering, analysis, writing, and physical design of information, neglecting the fact that a great deal of PR practitioners' success depends on their oral and nonverbal communication. Management counseling is just one excellent example of a vital aspect of PR in which success is enhanced through application of theories and methodologies traditionally ascribed to speech communication. Therefore, as the practice of PR continues its rapid movement and expansion toward promotion and management, the field of speech communication should be recognized as increasingly important to the education of future practitioners and the upgrading of practitioner abilities.

Webster, Sheila J. and Novak, John M. Inviting Policy Development: From Public Relations to Public Creations. Paper presented at the Annual Meeting of the American Educational Research Association (70th, San Francisco, CA, April 16-20, 1986). 18 pp. [ED 269 900]

Inviting policy development is an attempt to summon cordially those who are involved and affected by rules, codes, and procedures to understand and participate in the formulation, implementation, and evaluation of policies. This paper first presents criteria for an invitational framework for policy development and then goes on to discuss the nature of public participation during each of the six characteristic steps of policy analysis: problem definition, determination of evaluation criteria, identification of alternatives, evaluation of alternatives, comparison of alternatives, and assessment of outcomes. These criteria are then applied to three levels of educational policymaking: (1) inviting policy analysis in the classroom; (2) inviting policy analysis in the boardroom"expedient vs. participatory politics; and (3) inviting policy analysis at the provincial level. A short bibliography is included.

White, Jon, *et al.* Professional Development Needs Analysis: A Study of Communication Practitioners. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 1987. 35 pp. [ED 292 089]

Recognizing that PR is a field in search of the status and benefits of professionalism but which too often is conducted by unqualified, unprofessional people, a study sought to research and analyze the importance of a broad range of tentatively defined knowledge and skill areas considered essential to contemporary PR practices. The study employed a mail survey of a random sample of 400 members of the two major PR associations to determine (1) practitioners' knowledge and skill competencies on a broad range of topics; and (2) the perceived importance of these to the practitioners' professional development. Information was also elicited about the respondents' career levels, educational background, professional activities, and other demographics. The questionnaire consisted of some 34 skill and 71 knowledge areas which were drawn from professional development guidelines. The 221 respondents identified numerous skill and knowledge areas in which discrepancies existed between the practitioners' self-assessed competencies and the perceived importance of these skill and knowledge areas to their professional development. These results showed an apparent lack of broadly-educated generalists in the PR function and indicated a need for professional development training and education for almost all of the 14 composite skill and knowledge areas assessed in the study.

White, Jon. Public Relations in the Social Construction of Reality: Theoretical and Practical Implications of Berger and Luckmann's View of the Social Construction of Reality. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987). 15 pp. [ED 285 189]

As P. L. Berger and T. Luckmann argue, what the public regards as social reality is a construction to which each member contributes by selecting from all available information to develop a picture of the world. To do so, people negotiate with other people regarding the meaning of the information provided. A logical extension of this theory is that PR influences the meaning of reality. In organizations that deal with the public, complex social relationships, power, politics, and influence all effect the way problems are defined and small portions of reality are constructed in order to make decisions and pursue solutions. PR practitioners construct the meaning of the environment for organizations (for example, by describing the consequences of their interaction with the public or the land), and represent the organizations to the outside world (for example, through media advertising), presenting constructions of reality to both sides which are then negotiated for. From this standpoint, criticisms of PR practitioners' subjective definition of truth and their manipulation of facts are undercut by the recognition that all reality is socially constructed. Conversely, the practice of upsetting ordinary reality constructions and representing information in ways calculated to effect reality perception and behavior raises ethical questions. Individuals in PR must be adequately prepared for issues of what constitutes honesty in communication when social reality is a construction arrived at through negotiation.